NW's goal: Safe track, efficiently maintained

November 11, 1974

RAILWAY AGE

UTU's Al Chesser on Project '70s: "It's paying dividends"

'N74 7
JAMES P CHEW
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JEANNETTE PA 15644

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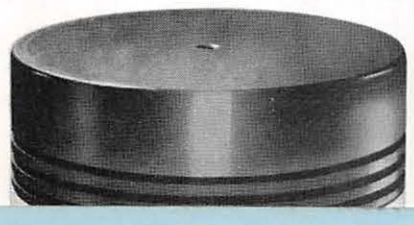

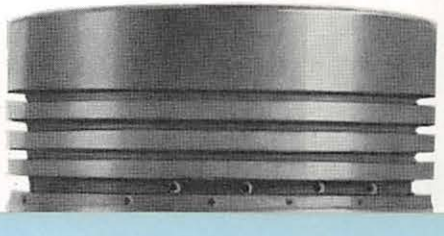

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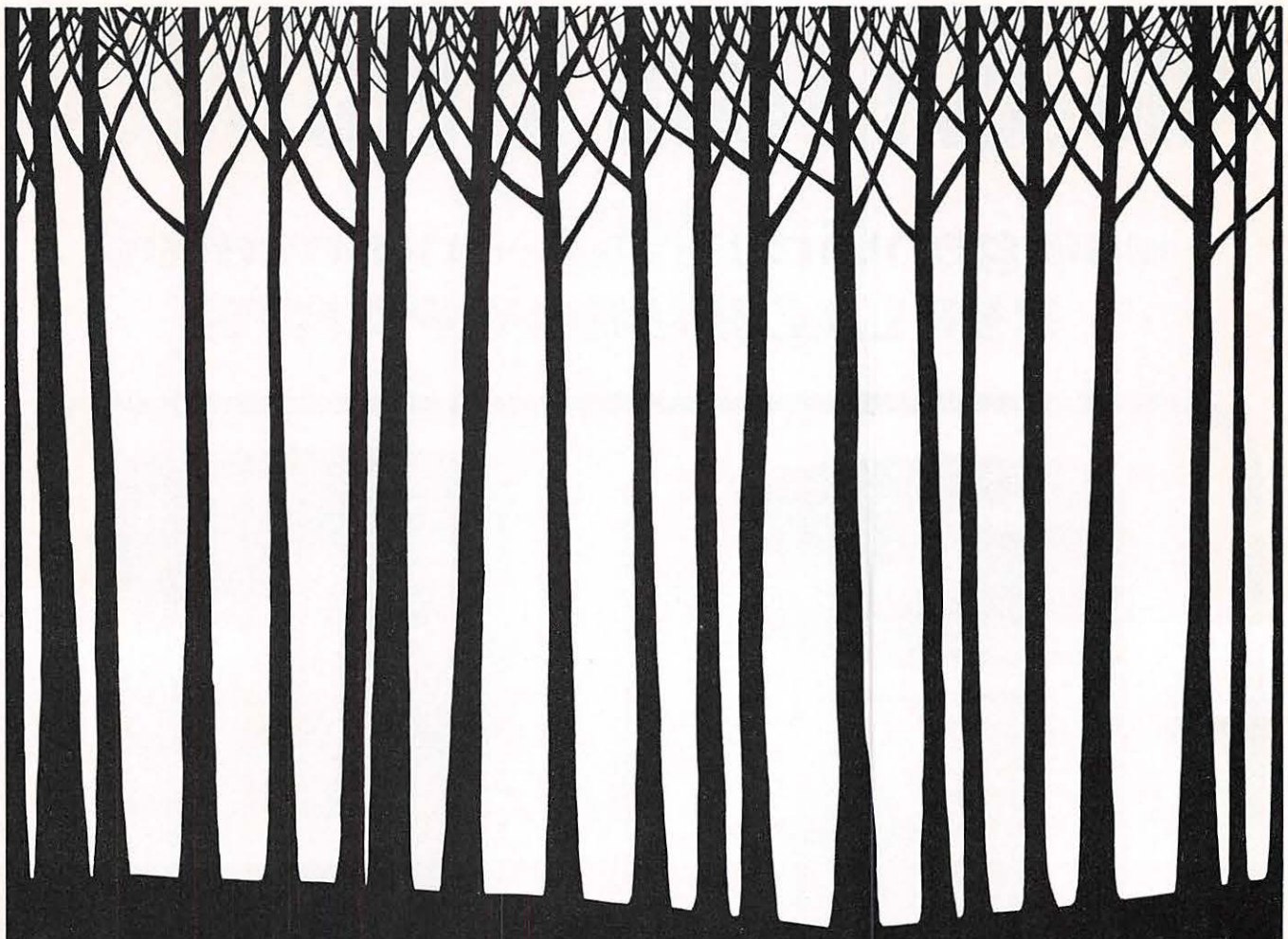

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Inside

LUTHER S. MILLER

CRAZY LIKE A FOX

"I told management, 'We have lousy labor/management relations in this industry—kangaroo courts for investigations, frivolous disciplines, harassment, that sort of thing. This industry is on the skids, and if we're going to bring it to an end in its present form, let's do it all at once.' I told the railroads we were going to kill their legislation. I told them that whatever other successes they might have, if they had bad labor/management relations that alone would drag the industry down. 'If you really want to kill the industry,' I said, 'let's do it in a hurry and get it over with and then we'll regroup with what's left.' Well, management thought this was the harshest thing anybody had ever said. I think some of them thought that Al Chesser was crazy. . ."

That's Al Chesser talking, recalling a memorable browbeating he administered to nine railroad presidents in Miami not long after he succeeded another tough-talking Texan, Charley Luna, as president of the United Transportation Union three years ago.

And this is also Al Chesser talking:

"We know the railroads have to make money. We know nobody is just going to give the railroads money. We know that without money our members won't have good jobs and neither will management people—and, hell, we want them to have good jobs, too. So, I asked, what's it going to take? And when they came in for 10%. . .we supported it, as we should have."

Between the time of that confrontation in Miami, and the day two years later that Al Chesser threw his support to management in a historic rate case, a momentous new chapter in railroad labor relations was being written. It is still being written, and no one yet knows just how it will end.

For the story-so-far, see the transcript of a remarkable interview which Senior Editor Gus Welty recently had with UTU's thoroughly remarkable chief (p. 16).

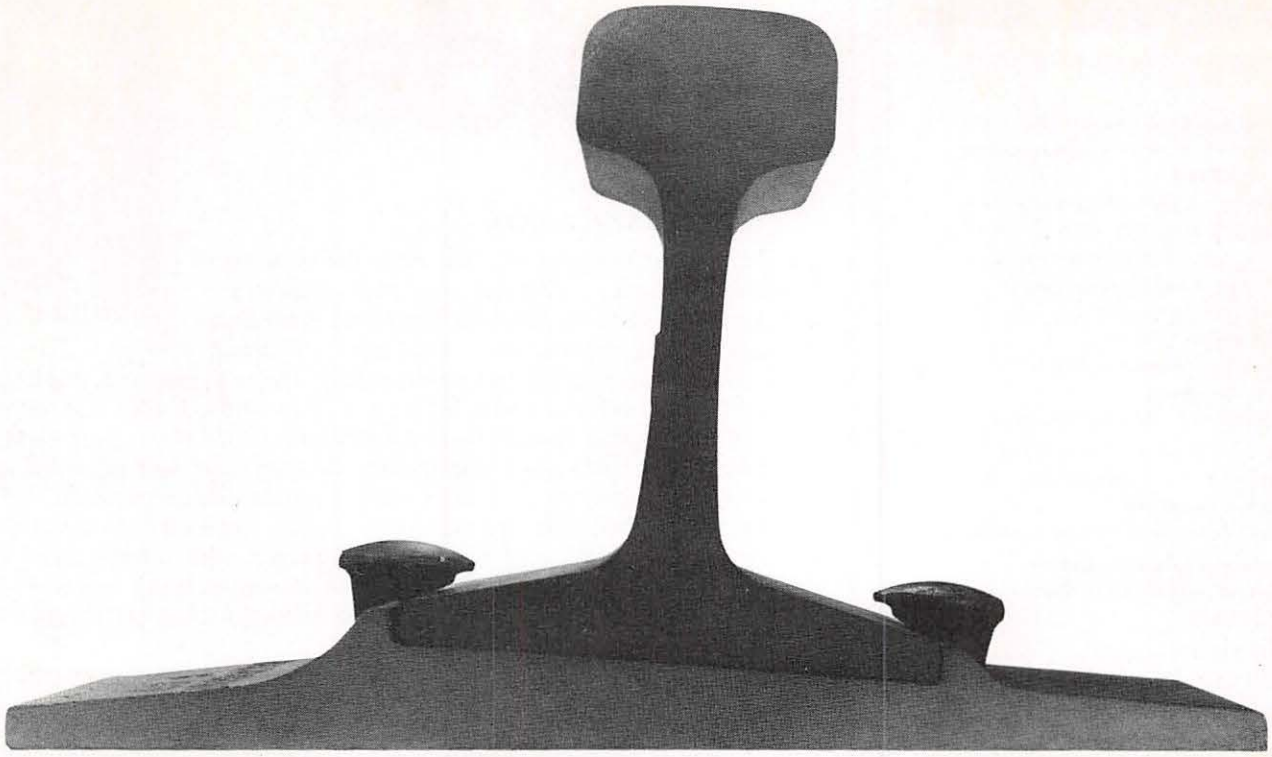
INFLUENCING THE INFLUENCERS: YOU CAN HELP

As this issue of Railway Age was being prepared for the presses, a businessman/politician in a medium-sized Southern city telephoned with an urgent request for help. He was, he said, trying to persuade his fellow citizens that their growing metropolis was ripe for some form of rail transit. Could we, he asked, provide him with information that would help counter the arguments of a group he identified simply as "the concrete mixers"? (We could—and we did.)

The fact is that the need for rail transit has never been more urgent than today—and the voice of the anti-rail transit lobby has never been more strident.

It is with this in mind that Railway Age is starting to publish (pp. 44-45) a series of essays by George Dusenbury designed to "influence the influencers." It is not our intention to attack the auto or the bus, which have and will continue to have a major role in urban mobility. Our proposition is, in fact, that rail transit is an auto's best friend.

Reprints of these essays will be available in minimum quantities of 250. Readers interested in helping to spread the *full* transit story to those opinion leaders who now hear only that part told by "the concrete mixers," are invited to address reprint inquiries to the publisher.



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This same customer has now standardized on Hi-Cant tie plates in conjunction with his regular rail laying program. To further reduce rail wear and shelling on curves, he has also begun the practice of installing our HiSi rail on both sides of curves in excess of 4 degrees.

If you're concerned about costly replacement demands due to heavy shelling and premature rail wear, by all means talk to CF&I. The steel men who helped build the West are ready with new products and processes to keep you rolling. Like our HiSi and Hi-Cant, for example. In combination or individually.

No one demands more of us than we do.

CF&I Steel Corporation
Pueblo, Colorado
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RAILWAY AGE

NOVEMBER 11, 1974

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Short and Significant

ACF SEES '75 AS "ANOTHER GOOD YEAR"

In this year's first nine months, ACF Industries earned a net of $19,352,000, or $3.45 a share, up from $19,084,000, or $3.41 a share, in the corresponding 1973 period, and Chairman John F. Burditt anticipates that a record fourth quarter will result in earnings of $5 a share for the year. As for 1975: "Production schedules and incoming new order volume indicate that 1975 should be another very good year for ACF. Demand for most of our products should remain strong next year, and we expect improvement in materials availability."

JIM SITES GOES TO TREASURY

Treasury Secretary William E. Simon has named James N. Sites, a former AAR public relations officer, as his special assistant for public affairs. Sites was with the AAR for 14 years, and was assistant vice president-public relations when he resigned in 1968 to become vice president in charge of the Washington office of Carl Byoir & Associates. He is the author of "Quest for Crisis," a study of foreign transportation systems, which Simmons-Boardman published in 1961.

MOPAC SYSTEM MERGER MOVES AHEAD

Shareholders of Missouri Pacific, Texas & Pacific and Chicago & Eastern Illinois have now all approved merger of T&P and C&EI into MP (RA, Aug. 12, p. 8). Next move: Filing an application with the ICC. MoPac will be the surviving company and, when all approvals are received, the merger "will be consummated as a statutory merger resulting in the complete unification with MoPac. . .acquiring all assets and assuming all liabilities of T&P and C&EI."

A BIG "UP" FOR SPENDING

Soon, a number of railroads will be reporting increases in capital expenditures for 1975. But, probably, only one road will be setting spending 80%-plus above the year before. The one? Rio Grande, which will put close to $40 million into 45 3,000-hp diesel-electric units, 700 new freight cars, substantial plant improvements including replacement of about 50 miles of rail, and installation of more than 70 miles of centralized traffic control.

NORTH WESTERN SCORES A "FIRST"

Chicago & North Western is acquiring a $500,000 ballast undercutter/cleaner—said to be the first machine of its type to be used in the U.S.—from Plasser-Theurer of Linz, Austria. The 110-foot, 70-ton BUC was scheduled to come on line earlier this month via the Port of Milwaukee. C&NW will make it available under lease this winter to roads operating in the southern part of the country; North Western will put it into operation on its own lines next spring. As C&NW Vice President-Operations James R. Wolfe puts it, "Though the Plasser machine is one of the costliest pieces of roadway maintenance equipment on the market, we think its capacity, speed, reliability and economy make its acquisition well worthwhile." In operation on North Western, the BUC will work behind a tie gang—and "work" is the word for what it will do: In five hours on-track, C&NW says, the machine will pick up, clean and redeposit ballast to a depth of one foot beneath ties for a mile, and in so doing it will discard an average of 1,155 tons of mud and dirt while salvaging and restoring almost 2,700 tons of rock ballast.

FIRST "AUTO-TRAIN"—NOW, "TRUCK-TRAIN"

The Auto-Train Corp., which ferries automobiles and their passengers aboard the same trains to and from Florida, may soon institute a "truck-train" service that will offer a similar ride to highway trailer rigs and their drivers. The service would be provided over Auto-Train's existing routes—Lorton, to Sanford, Fla., and Louisville, Ky., to Sanford. A joint announcement of the proposal was made Oct. 29 by Auto-Train President Eugene K. Garfield; W. Thomas Rice, chairman and chief executive officer of Seaboard Coast Line and Louisville & Nashville; and Stuart Shumate, president of the Richmond, Fredericksburg & Potomac. Said Garfield: "The fare will be such that it will prove economically beneficial for truckers to utilize this service." Next step: An application to the ICC.

BN LOOKS FOR AN EXPANSION

One of the nation's better-known smaller railroads, Green Bay & Western, may soon be part of a bigger railroad, Burlington Northern. BN is making a tender offer, seeking to acquire all GB&W voting stock and all of its Class A and B debentures. ICC approval will be needed, and a number of conditions are involved. Last year, GB&W had operating revenues of $8.8 million, up by almost 13% from 1972 levels; earnings were $282,000, up from $164,000. Said BN Chairman and Chief Executive Officer Louis W. Menk: "BN is the GB&W's most important connection. We handle about 38% of all their interline traffic and our studies have shown that a closer association offers service advantages for shippers and economies for both lines."

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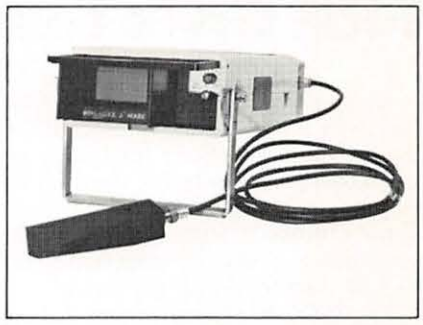

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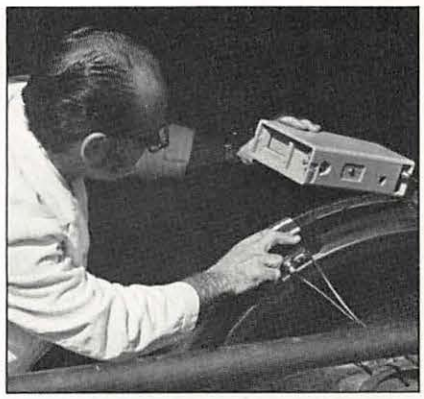
The portable, battery operated, ultrasonic verifier instrument used to determine the exact location and approximate size of rim defects in railroad locomotive and car wheels detected by the In-Track, In-Motion WHeeLFAX System



WHeeLFAX JR™ MARK II

Also used to verify that reconditioned RR wheels are free of rim defects before these wheels are returned to service.

WHeeLFAX JR™ MARK II verifier instrument — **weight under 6 pounds!**

(WHeeLFAX JR™ not for In-Motion testing of railroad wheels; use the In-Track System at left.)

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Patents granted and pending in the U.S.A. and worldwide.

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FRA OK's testing of voice train control

The Federal Railroad Administration has given the go-ahead to the Baltimore & Ohio for development and testing of a new concept in rail traffic dispatch and control. The concept, known as Voice Train Control System (VTCS), utilizes continuous radio communication, as well as remote-control train stop capability. The B&O had petitioned for approval to test the system over 552 miles of track in central Ohio.

According to John W. Ingram, Federal Railroad Administrator, "The concept is similar to aviation's highly successful air traffic control system but with the added feature of providing for the automatic halting of a train if communications between engineer and dispatcher break down."

In addition to voice communication between train and dispatcher, each locomotive cab will be equipped with a display console showing train movement instructions.

In its petition to the FRA, the B&O emphasized that VTCS is basically a manual system operated by humans with an automatic monitoring and back-up capability. It is not an automatic system with human backup. "The automatic equipment steps in only when the people involved have appeared to be unwilling or unable to recognize a safety-related situation," Ingram said.

Automatic sequence can be initiated by VTCS if one of the following conditions is present:

—Locomotive proceeding into a control zone for which it has no authorization

—To occupy (equivalent to running a stop signal on a conventional system).

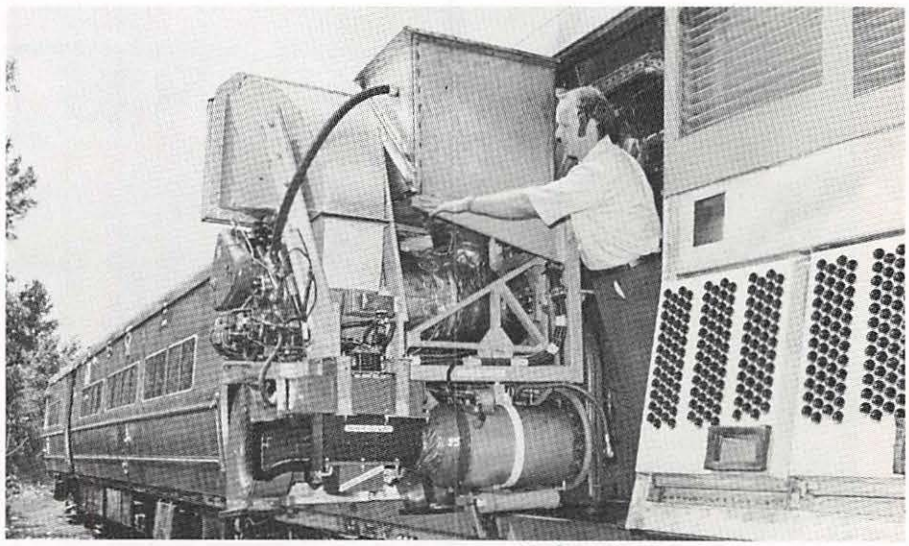
—Overspeed by locomotives.

—Trains in emergency braking, which will cause the system to warn other trains on parallel tracks in the vicinity to stop immediately.

The B&O petition also pointed out that a number of reminders and stop orders are displayed by use of visual displays and sound alarms utilizing the engine console. For each of these reminders or stop orders, the engineer is required to acknowledge by taking certain actions. If the engine crew fails to take action within 15 seconds, a corresponding indication will appear on the dispatcher's board, giving him the opportunity to take corrective action by remote control. In the unlikely event that both the engineer and the dispatcher fail to acknowledge the warning or stop order, a forced stop sequence is automatically initiated. This causes the diesel engines to return to idle and a service application of brakes to be made. A forced stop can be released only by proper action at the dispatcher's office. A forced stop would be the only case where a train is under the physical control of the automatic equipment rather than the engineer. Physical control of the train is in the engineer at all other times.

Although the B&O isn't saying which manufacturers are working with them on the VTCS, it is known that the Transportation and Environmental Operations division of TRW Inc., McLean, Virginia, has been working on a similar system for some time now.

The FRA approval calls for installation of the system within one year, and provides for a three-year period once the system becomes fully operational. The notice of approval also requires B&O to file a full and final set of specifications with the FRA no later than Dec. 31, 1974.



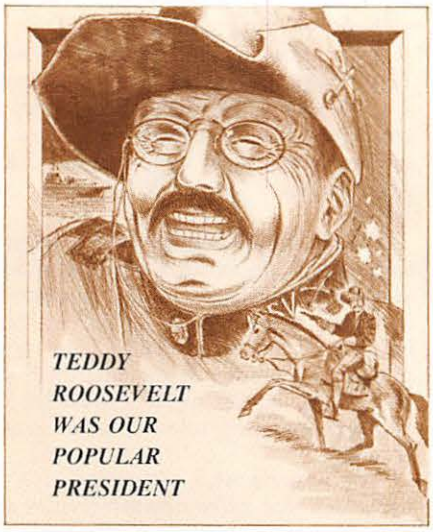
General Electric tests GTE unit at Erie

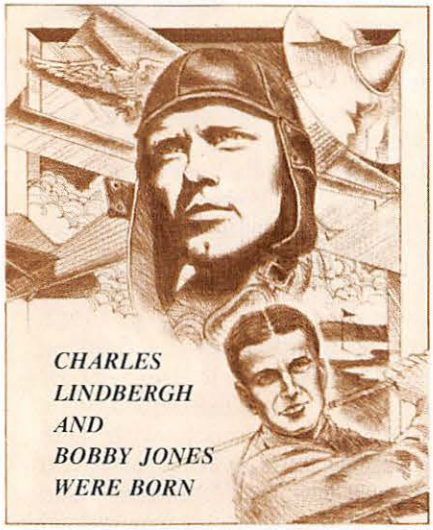
Competition for the potential gas turbine electric (GTE) rail passenger car market provides an engineering challenge for two manufacturers who are building four GTE units each under contracts from the New York Metropolitan Transportation Authority and the U.S. Urban Mass Transportation Administration.

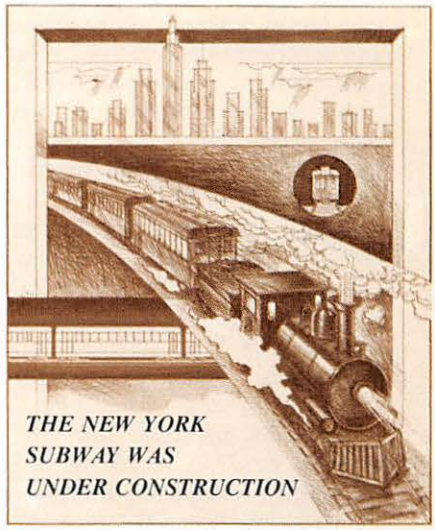
General Electric's entry, shown above, offers a design approach distinctive from the GTE's built by Garrett Corp. (RA, Oct. 14, p. 16). In both instances, the cars conform closely to the M1 units in service on the Long Island.

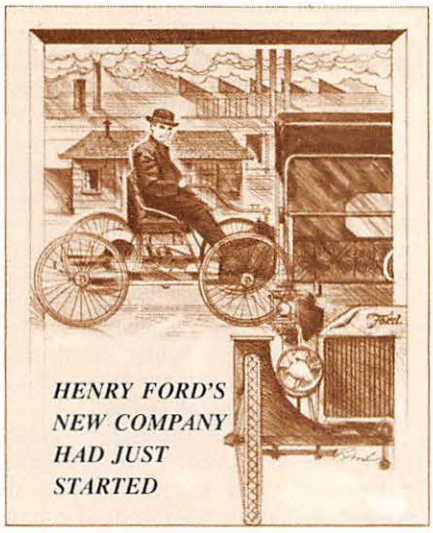
GE's power packages are floor mounted and removable from the sides on slide-out, hinged doors. Garrett's are mounted in the roof. Two 550-hp gas turbine engines each drive a 500 kva alternator located at diagonally opposite ends of the GE car. The Garrett engines have the same horsepower. The "A" and "B" cars of GE will seat 224 passengers when operated as a "married pair." Garrett's paired "A" and "B" units will seat 260. All cars are designed to permit third rail operation from Manhattan to Jamaica Station where they will switch to GTE power on the non-electrified track east of Jamaica. They all accommodate high and low level passenger boarding. The GE cars with LEXAN windows have been under test since mid-August on the company's four-mile test track at Erie, Pa. Garrett's are being tested at the DOT's high speed ground test center at Pueblo, Colo. The eight GTEs are intended to go into revenue service on the LIRR during 1975.

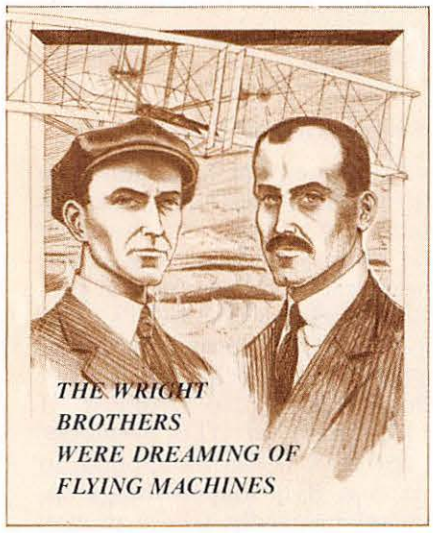
MCMII*
WAS A REAL GOOD YEAR!

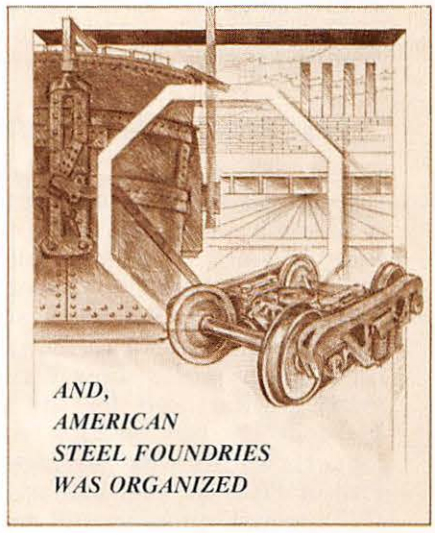












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Circle 7 on Reader Service Card

Lines on Labor

GUS WELTY

UTU'S AL CHESSER: UNIQUE?

In case you hadn't noticed, there's a new dimension these days to the speeches being made by railroad chief executives. At some point, almost inevitably, they call attention to a trend toward compromise, cooperation and a general bettering of relations between management and labor. Well, there surely is a new dimension, a trend in the industry. And a good share of the credit, on the labor side, has to go the man whose current views—some of them, at least—are set forth in the Q&A which begins on page 16, UTU President Al H. Chesser. Now, Al Chesser is not your ordinary kind of labor leader. He didn't get where he is today via the "ordinary" route, which is to say going through the chairs of union officerdom, doing the right kind of politicking, being in the right place at the right time, being a tough bargainer in head-to-head contract negotiations, being a fighting champion of the membership. Al Chesser got to the seat of UTU power in Cleveland via Austin, Tex., and Washington, via a route that brought him in contact not so much with Dan Loomis or Doc Wolfe or Jack Hiltz—in negotiations—as it did with state legislators and governors and U.S. representatives and senators and Presidents. As it turned out, though, he was indeed in the right place at the right time. And as it's turning out, his background makes him eminently and maybe even uniquely qualified for the role he has chosen to play.

"YOU SHAPE UP, WE'LL PITCH IN"—AND IT'S WORKING

Chesser is not without a well-developed ego (which shouldn't be surprising, since few men rise to the top in government, business *or* labor by being shrinking violets). He's tough. At the same time, he's not afraid to admit that he may have made mistakes (and that's a laudable part of the character of any person in a power-position). But what is it that perhaps sets UTU's chief apart from many of his contemporaries? He knows, firsthand, how power works, how Washington *really* works. He is fully aware of the need for the railroad industry to better itself before there can be long-term betterment in UTU members' jobs. He knows what leverage is, and how it can be applied. In Project '70s, he told management that if it shaped things up, UTU would pitch in and help wholeheartedly where it may count the most (which is to say, Washington). Management is doing its part—and Al Chesser delivered on his promise.

MAYBE NOT FOR ALL SEASONS—BUT FOR THIS SEASON

In all of this, there's no indictment implied as regards other union chiefs. What there is, is a simple observation that (1) to an increasing extent, Washington is where the action is, (2) Chesser knows Washington, and (3) the results have thus far been worthwhile for both management and labor. And yes, there are probably overstatements in his opinions of management and how *it* works: He is, perhaps, over-critical while he lacks personal knowledge in certain areas; but he is also quick to call attention to changes-for-the-better on the management side and to the improvement in management/labor relations over-all. So, how would you characterize Al Chesser? Since he's an old Washington hand, characterize him in terms of Presidents—and the closest parallel might be Harry Truman: An unknown quantity at the outset, something of a hip-shooter, tough, smart, not afraid to be different.

FRA will draft operating rules

With track-safety and equipment standards now on the regulatory books, the Federal Railroad Administration is turning its attention to the drafting of regulations "to increase the safety of railroad operating practices."

In announcing the appointment of a 12-member Operating Rules Advisory Committee, comprised of representatives from railroads, unions, and state public utility commissions, FRA Administrator John W. Ingram observed:

"With deteriorating safety records throughout the nation's rail system, and in view of an alarming 23% increase in accidents traceable to human factors between 1972 and 1973, we need prompt assistance from qualified experts with an intimate knowledge of railroad operating rules, conditions and practices."

The experts who will assist FRA in its search for safer operating rules are Carl V. Lyon, general solicitor, AAR; Howard Croft, president, American Short Line Railroad Association; Harold Hall, vice president-transportation, Southern; Ronald Lindquist, director, safety and rules, Burlington Northern; Richard H. Priddy, division manager, Chessie; Virgil H. Davis, Brotherhood of Locomotive Engineers; James W. Hayes and Robert C. Pitsch, United Transportation Union; Charles R. Pfenning, American Train Dispatchers Association; Joseph W. Walsh, Brotherhood of Railroad Signalmen; Merle Forst, Pennsylvania Public Utility Commission; and Lionel V. Topaz, Public Utility Commission of Oregon.

In the FRA administrator's view, a safety hazard is created by the fact that "at present there are no Federally prescribed operating rules and, as a result, the quality, comprehensiveness and enforcement of each carrier's rules vary considerably from railroad to railroad."

He said human factors were determined to be the cause of 25% of the railroad accidents that occurred in 1973. (Track failure accounted for 38%, equipment failure for 21%, and 16% were attributed to "miscellaneous" causes.)

Ingram went on to say: "Federal standards for track and right-of-way went into full effect in October of 1973, our new freight car standards are being phased into effect through this year and next, and the writing of operating standards addressing the human factors problem has priority now."

A two-day orientation meeting of the Committee was to be held in Washington Oct. 31-Nov. 1.

Photo SNCF

Photo RATP

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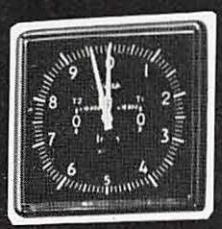
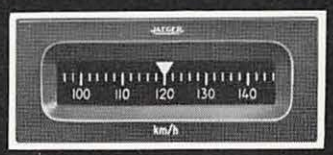
SAFETY - PERFORMANCE





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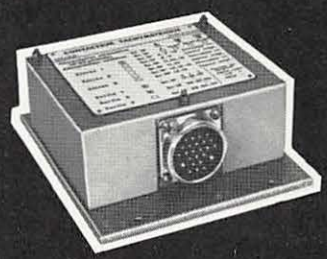

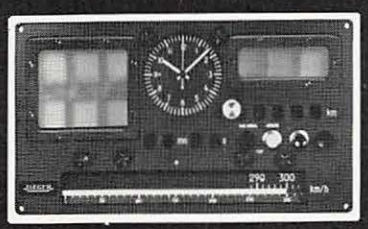

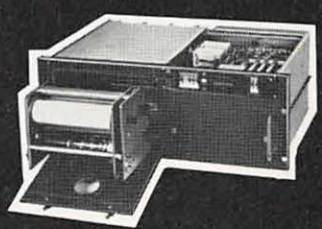

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Circle 8 on Reader Service Card

Watching Washington

R.M.M. McCONNELL

FORD SIGNS AMTRAK BILL. . .

With no fanfare—and only a slight quibble—President Ford put his signature on H.R. 15427, the Amtrak Improvement Act of 1974. Among other things, the Act authorizes a $200 million subsidy to the National Railroad Passenger Corporation for the current fiscal year. Although this is $57 million more than the Administration had requested, Ford did not choose to make the extra Amtrak money one of the victims of his anti-inflation fight.

In addition to the subsidy, the Act raises the ceiling on Amtrak loan guarantees from $500 million to $900 million, with the borrowed money to be spent on new equipment and facilities. Other provisions of the measure charge Amtrak with making improvement of rail passenger service in the Northeast Corridor its highest priority; require that large population centers now without rail passenger service get priority in any new experimental services established; and impose a $60,000 ceiling on Amtrak executive salaries.

Ford's quibble about the bill, incidentally, centered on a provision requiring mandatory customs inspection on trains operated in the international intercity rail passenger service. According to Ford, such inspections "would adversely affect the interdiction of the flow of narcotics and other contraband at ports of entry."

. . . AND OKs DELAY FOR USRA REPORT

The same day he signed the Amtrak measure, Ford put his pen to Senate Resolution 250, giving the United States Railway Association an additional 120 days to develop and release plans for restructuring rail service in the Northeast and Midwest. USRA, legislatively saddled with unrealistically tight deadlines, had asked for the delay. In making the request, however, USRA officials indicated they would have some kind of interim report available by the old October 29 deadline. They didn't. But from a public relations standpoint they should have, because reporters looking for the promised USRA report came up instead with a controversial report given USRA by a San Francisco consulting firm. According to the firm—Strong, Wishart—viability of the Northeast rail system depends on a wholesale cutback in trackage, from the present system of 22,400 miles.

USRA says the Strong, Wishart report is just one of 35 different reports recommending a wide range of solutions to the Northeast-Midwest rail crisis. But the publicity given the report—and its rather incendiary suggestions—is going to bring once again down on USRA the wrath of public officials bent on preserving every last inch of railroad track in their domains. And it is going to contribute a good deal of heat, without an equivalent amount of light, after the USRA report is released.

Part of the heat will come from Philadelphia, where USRA has—as mandated by Congress—set up the headquarters of the newly incorporated Consolidated Rail Corporation (Conrail). Not only is the Philadelphia area a pivotal point in the Northeast rail system and hence inherently controversial; it is also the home ground of Pennsylvania Gov. Milton Shapp, a persistent critic of efforts to ease the rail problem in that area by pruning unprofitable trackage.

Calendar

An **International Conference on High Speed Ground Transportation** is scheduled to be held Jan. 7-10, 1975, on the campus of Arizona State University at Tempe. Further information about the conference is available from Prof. James P. Avery, Engineering Center, Arizona State University, Tempe, Arizona 85281.

The Transportation Data Coordinating Committee has announced that the **Sixth National Transportation Forum and Exhibit** will be held in the Presidential and Congressional Ballrooms of the Statler Hilton Hotel, Washington, D.C., Dec. 3-4. "Electronic Systems Serve Transportation" will be the theme of this year's forum. Among the scheduled speakers are Under Secretary of Commerce John K. Tabor and Edward G. Jordan, president, United States Railway Association.

An international technical seminar on zinc-rich coatings for corrosion control has been announced by the **Zinc Institute.** It will be held Dec. 4-5 at Chicago's Drake Hotel. Among speakers at the seminar will be J.J. Ridgeway of the Bessemer & Lake Erie, who will discuss "Zinc-Rich Coatings in the Railroad Industry." Additional information is available from Ernest Horvick, director of the Institute's Technical Services, 292 Madison Ave., New York, N.Y. 10017.

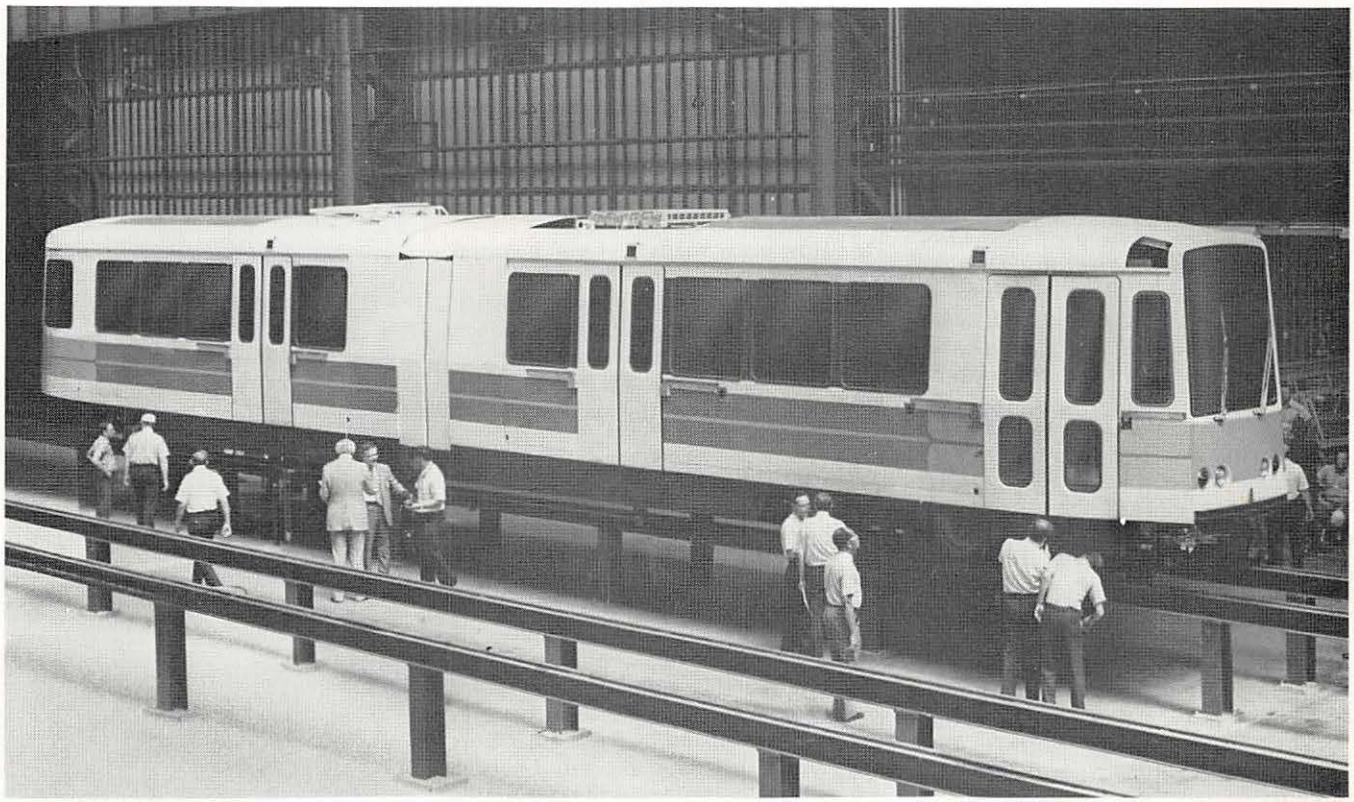
The **Seventh Annual Bulk Materials Handling Seminar** will be held Dec. 11-12 by the University of Pittsburgh. Theme of the conference will be "Practical Economics and Project Management of Bulk Handling Systems." Further information is available from Minor C. Hawk, Assistant Dean, 231 Benedum Engineering Hall, School of Engineering, University of Pittsburgh, Pittsburgh, Pa. 15261.

INFO/EXPO '75, the International Data Processing Conference and Business Exposition, will be held June 29-July 2, 1975, in the Marriott Motor Hotel, Atlanta, Ga. Information about the event, which is sponsored by the Data Processing Management Association, is available from Martin H. Bowerman, programs and service director, DPMA International Headquarters, 505 Busse Highway, Park Ridge, Ill. 60068.

A call for papers to be read at the **Third Intersociety Conference on Transportation** has been issued by the American Society of Mechanical Engineers. The conference will be held July 14-18, 1975, in the Hyatt Regency Hotel, Atlanta, Ga. The focus of the program will be on multi-disciplinary integration of multiple modes of transportation, with the theme "Interfacing Transportation Modes for Better Collection and Distribution." Further information is available from Carron Garvin, staff assistant, Info Services, ASME, 345 East 47th St., New York, N.Y. 10017.

The 67th annual meeting of the **National Industrial Traffic League** will be held Nov. 20-22 at the Americana Hotel (Bal Harbour), Miami Beach, Fla. Speaker at NITL's annual luncheon on Nov. 21 will be Rep. Harley O. Staggers (D.-W. Va.), chairman of the House Interstate and Foreign Commerce Committee.

THE DESIGN LIFE OF THIS CAR HAS TO REACH INTO THE NEXT CENTURY.



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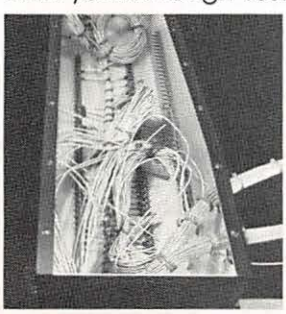

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UTU's Al Chesser on Project '70s:

When Al H. Chesser came out of Washington almost three years ago to take over as president of the United Transportation Union, he came out swinging. Mulling over his early words and actions, many rail-management people must have figured that they had traded one tough-talking Texan, Charles Luna, for another. Chesser, however, had a plan, and that plan became known as Project '70s—called by UTU "a plan for an industry, a plan for UTU members, a plan for tomorrow." Said Chesser: "The time has come for change." Management would have to show its good faith first, he declared, and "when we see evidence of that change, we shall work aggressively to save this industry." Nobody laughed. Instead, Project '70s began to work. Management worked at it, and so did UTU. Here, in a wide-ranging interview with Railway Age Senior Editor Gus Welty, Al Chesser talks about what has been accomplished—and about remains to be done.

RA: When UTU started Project '70s—aimed, you said, at bettering management/labor relations—you were new in your job as UTU president and you were fresh from a denunciation of the ASTRO program before a Senate subcommittee. Did you really have any confidence that the approach would work?

CHESSER: We certainly did. We knew, because our general chairmen were telling us so, that relations were generally bad and that on some railroads they were downright terrible. We also knew that the industry itself was at a low ebb and that it needed help *in* Washington, help *from* Washington. And, we knew—we had pretty well proved it in the past—that the railroads weren't going to get anywhere without our support, labor's support. So, we tied things together: Improve labor/management relations, and we'll pitch in to help.

RA: Polite people might call that a quid pro quo proposition. Others might call it sandbagging. . .

CHESSER: I don't much care what people call it. We knew that things had to be improved, and we just said that until they were improved we were taking a walk.

RA: It's been about a year and a half since Project '70s really got rolling. How do you assess the results?

CHESSER: It's paying dividends, there's no question about that. We and the railroads have accomplished a great deal. We have one vice president who works full-time on Project '70s and another who spends about one-third of his time on it. We've put quite a bit of money into it. I've spent more time on this program than on any other we have. We don't have a Utopian situation, by any stretch of the imagination—but we have definitely made progress toward improving relations, and this has paid off for the railroads, too.

RA: How many roads have you involved so far?

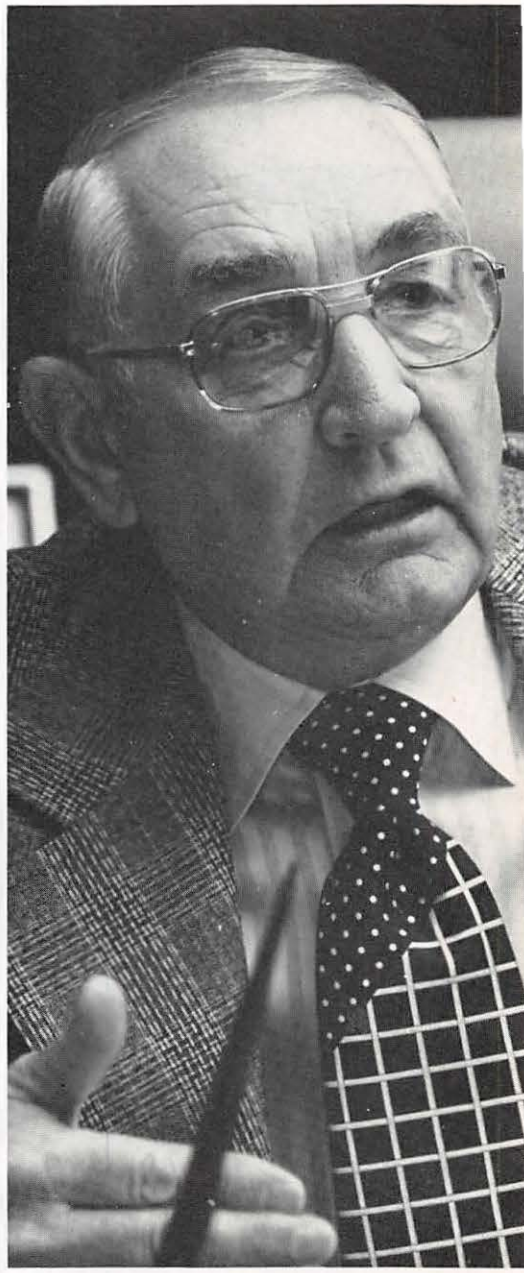
CHESSER: We've had meetings on 18, and we have meetings scheduled on six more. That's not a lot, if you look at the total number of Class I railroads But we have covered the major ones.

RA: And how do you view what has happened in Washington?

CHESSER: Back up a minute. First, we met with the presidents or chief executives of nine railroads in Miami. We said then that if we could get a turnaround on labor/management relations, we would join in and see what we could do about saving this industry, helping this industry. We told those management people "We can do it, we can do more than you can to put this industry back where it really belongs in the transportation field." All right, even after that Miami meeting, we withheld support for a year—until things did start to turn around. I don't take any pride in that. But what I do take pride in is this: I believe that if we had not made the move we did, things would be a lot different today. I don't believe there would have been any Northeast legislation; I believe there would have been liquidation. I don't know where we would be on Railroad Retirement. Probably, we would have done what we did in the past—go to Capitol Hill with our own labor proposal. And when we did that in the past, we usually won. I don't know whether the railroads would have gotten the 10% rate increase last June, which we and rail labor generally supported.

RA: Some time between now and the end of the year, hopefully, management and the organizations will come to a new wage agreement. Costs, without any doubt, will go up. Will you support the railroads in getting another rate increase?

CHESSER: We are not going to settle unless we get an adequate increase in wages. If we do, yes, sir, I certainly will support a rate increase.



RA: How about support for surface-transportation legislation?

CHESSER: We've been tied up a lot on the Northeast legislation and on Railroad Retirement legislation, and we have not kept up with other legislation as well as maybe we should have. There are only so many things you can work on at one time. But, those parts of surface-transportation legislation that are good for the industry, we will support. There's no question about that now.

RA: Yet you were strongly opposed to ASTRO, which didn't differ too much, in intent at least, from what's contained in the basic surface-transportation legislation. . .

"It's paying dividends"

"We said that if we could get a turnaround on labor/management relations, we would join in and see what we could do about saving this industry. . . ."

Al H. Chesser, President, United Transportation Union

CHESSER: Look at a couple of things. ASTRO was a re-hash of all of the railroads' problems and all of their proposals, put into one package, given a fancy name and sold with a Madison Avenue approach. I'm not trying to be sarcastic, I just think it was a wrong approach all around. Then, we were involved in other hassles in the Congress. We were trying to pass an amendment to the Railway Labor Act that would require the carriers to abide by money awards by the National Railroad Adjustment Board. We were trying to get hours-of-service legislation passed, to cut the hours down from 16; that's too long for a person to be required to work. On both of these, there was no compromise. The railroads said "We'll beat you." Well, they didn't. We won. You get sick and tired of this sort of thing, all the fighting and haggling and the railroads' bringing a lot of people into Washington to lobby against us. Hell, a lot of them didn't know what to do after they got there, but that's beside the point. Anyhow, I made a decision about the ASTRO program, and I gave full and fair notice. I told management that "We have lousy labor/management relations, employee relations, in this industry—kangaroo courts for investigations, frivolous discipline, harassment, that sort of thing. This industry is on the skids, and if we're going to bring it to an end in its present form, let's do it all at once." I told the railroads we were going to kill their legislation. I told them that whatever other successes they might have, if they had bad labor/management relations that alone would drag the industry down. "If you really want to kill the industry," I said, "let's do it in a hurry and get it over with and then we'll regroup with what's left." Well, management thought this was the harshest thing anybody had ever said. I think some of them thought that Al Chesser was crazy. But I look at things this way: Even though the various companies in this industry belong to stockholders, it's our industry, too. If it fails, we don't have jobs. If it's not making money, we don't have good jobs. With labor/management relations gone sour, we don't have decent working conditions. All I really said to those railroad presidents in Miami was that if they would respond, if they would turn things around on their individual properties, then we would respond—but they had to make the first move.

RA: Still, don't you think there was a dis-service done in opposing ASTRO as you did?

CHESSER: I thought the railroads' whole approach was wrong. I could have been wrong, and I probably was on some things, some parts of it. But we knew that things could not go on as they were, and the only way we could think of to make our case was by showing the railroads what we could and would do in Washington. We couldn't say "Well, we've got bad labor/management relations, so we're going to strike." It's fine to stand up and wave that kind of stick, but it doesn't really get results. So we tried an approach we figured they couldn't cope with. One railroad president said to me "You'd do this? It's going to hurt your own people." And I said "Well, what's the difference? You're going to hurt them, you're doing it right now. You're driving us out of business, and all I'm doing is hastening the day. Let's get it over with." That president, by the way, tried to tell me that his road had good labor/management relations. It didn't. People hated him, they hated the people under him, they hated people they had never seen—because of the harassment that was going on. Today? Today, that man is a staunch supporter of Project '70s. He's seen what it can do.

RA: You talk about "getting it over with." Doesn't that really mean nationalization?

CHESSER: Well, occasionally I've used the phrase "demise of the industry," and to me nationalization is next-door to demise. I have friends who work on the railroad in England, I know something about what's happened over there, and it scares me. I am not asking for any of that for our industry over here. Of course we didn't want the demise of the industry and we didn't want nationalization. But that's the way things were headed, and time was running short. Politically, it would have been a lot easier for me to go on fighting management; but we wouldn't have accomplished anything other than to hasten the demise of the industry. We thought our new approach was a better one, and I think events have proved us right.

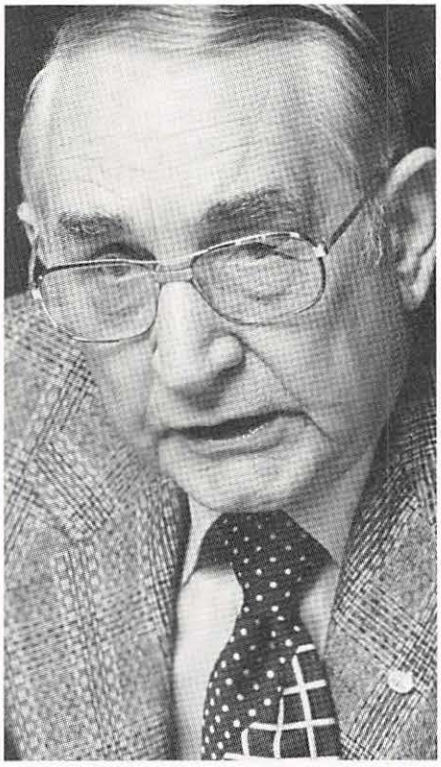
RA: Over the past couple of years, with changes at the national level in labor and management, there have been fewer hassles. You were able to compromise on Railroad Retirement and you were able to work on Northeast legislation. But support on a rate case?

CHESSER: We had discussions about this in our labor/management committee. You know, I'm sick and tired of hearing about the industry's 3% rate-of-return. I thought it was time somebody did something about it, so we had these discussions—and, of course, we were seeing better labor/management relations by this time. We had good discussions—not the old kind where everybody on each side thought he had to be an adversary all the time. Now, I don't think that labor can be blamed for the railroads' financial problems. We can take a 150-car train across the country—we could do it at 100 miles an hour if we had the right kind of track—and even with crew changes, the railroad comes off better than the trucker hauling one or maybe two trailers. I do think that management has to take some of the blame, because I don't think there's enough discipline in railroad management—discipline in the sense that it's applied in other corporations. But, the real problem seemed to me to be the rate system, the amounts being charged; there just isn't enough income. Look at it this way: Other corporations have raised prices steadily; railroads for a long time didn't raise prices much at all. So, here's the railroad, on the one hand paying inflated prices for the materials it has to have and on the other hand hauling freight for corporations which have raised and raised prices—and the railroad hasn't

raised its own prices all that much. Lately, though, there was an almost-continuous case before the ICC, after the railroads did start going for increases. But they went for little increases, a few per cent at a time. Well, ICC people are political, to the extent that they're appointed by the President and confirmed by the Senate, and they do come up for re-appointment, and they have a "voting" record just like Congressman. The way things were going, the ICC was under the gun almost constantly—and I think this is one reason rate cases took so long to be settled, because the Commissioners probably figured that as soon as they disposed of one case the railroads would come along with another one. We know that delays and piddling increases have hurt the industry. We know the railroads have to make money. We know nobody is going to just give the railroads money. We know that without money our members won't have good jobs, and neither will management people—and, hell, we want them to have good jobs, too. So, I asked, what's it going to take? And when they came in for 10%, it was almost unbelievable. But we supported it, as we should have.

RA: Do UTU members understand why you supported it?
CHESSER: Well, you hope so, but I would have to say that our people probably do not fully understand. But, why should they? They go to work, they go home after work, when they have time off they try to relax or to get work done around the house. It's not their responsibility to look into what's right and what's wrong about the industry. So far as UTU is concerned, that's my job—and it's part of my job to see that our members make a good living, of course. To my knowledge, labor had never supported the industry in a rate case—had never been asked to support the industry. But we saw the need—and I believe there was support from just about all of the rail labor leaders. I know that I talked with the Commissioners, supporting the railroads' proposal. We talked about how the railroads were being grossly out-helped—out-subsidized—by the Federal government in terms of aid for the competition. We talked about the need for the railroads that were relatively well-off to keep their properties in good shape and we talked about the particular needs in the Northeast. I thought that the ICC ought to order the railroads to spend a good part of the increase on upgrading track and roadbed, because that's been a critical thing—the lack of money for maintaining the fixed plant. Maybe the ICC went too far in their first order, but I still think I was right on the track-and-roadbed argument. UTU supported this increase for the industry; I supported it for our people, Number One. They come first, and that's what being president of a union is all about. But—for them to have more, for them to benefit more, we have to have an industry that's making money. That's the spillover: As management does better, we're going to do better.

RA: You've talked about the successes of Project '70s, how about the failures?
CHESSER: I don't think you can talk about failure, not yet. It's true that we've had response that's ranged all the way from excellent through good and fair and mediocre down to poor. We have had only one major railroad on which we've had little or no response, and, believe me, we're going to be taking a close look at that railroad again and soon. But in general there is no question but that we have had a positive response—though I don't know of any railroad where some further improvement is not possible. There are a few railroads where our people tell us that it's like darkness had turned to daylight in labor/management relations—and that helps keep things going when you're tempted to show the temper everybody has and lose patience with the whole thing.



"We have to have an industry that's making money. As management does better, we're going to do better."

RA: Philosophically, where do you put the blame for what you see, or have seen, as bad relationships?
CHESSER: This industry has never had what you could call good labor/management relations. But, let me put it this way: Some years ago, I flew from Washington to New York on Air Force One with Lyndon Johnson and when we walked into the lobby of the New York hotel where he was going to make a speech, a woman in the crowd there rushed up and said "Oh, please, just let me touch his coat"—as if he were some sort of idol or deity. Well, for too long, that was the way railroad officers felt about the officers of higher rank and that was the way employees felt about officers of any rank. When they did go out on the line, they rode around in their business cars—hell, on some railroads, superintendents had their own cars. Officers were "untouchables" in the opposite sense of what an "untouchable" was in the caste system in India. An officer was a god. You bowed and scraped and you didn't make waves.

RA: But that sort of thing is a long time past. . .
CHESSER: There's still some of it today. But, I'll say this, it's fast disappearing.

RA: What do you mean, "still some of it today"?
CHESSER: I mean that top management is not always told the truth by middle management and that middle management is not always told the truth by lower management. I mean that very few people, at whatever level, are going to tell a boss that they have lousy labor relations or lousy employee relations. The boss still hears what the guy under him thinks the boss wants to hear.

RA: Assuming, for the moment, that this is true: Why is it?
CHESSER: I don't know. I would think, at first, that it was because a railroad is organized like a military organization and if an officer doesn't perform you get rid of him. But in railroading, that doesn't happen very often. I read Business Week. I don't rely on it heavily, but I do get a lot of information about corporate setups. And I see that it's not unusual for a corporate executive—president, vice president, assistant vice president, general manager, whatever—to be discharged or demoted. But I just don't think this happens much in railroading. I think that people who aren't doing the job just continue until they retire—or, they "resign," or get moved sideways into some job where they're out of the mainstream, in those cases where there actually is some change. Now, I would never suggest a wholesale firing of railroad officers. I'm against that, just as I'm against a wholesale firing of railroad

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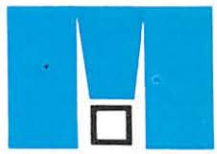

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employees. I suggest that where management finds that people are not doing the job, management try to rehabilitate these people. I don't care what anybody says, the railroad industry is still, to a large extent, an untrained industry. Look at some of the people in operating departments today. How long have they been there? How long have they gone in the same job? Why haven't they been promoted? Sure, sometimes there are just no openings for promotion. But not always. Management just seems to get these people into supervisory jobs, find out that they can't do the job and then not know what to do. Then, look at the operating employee. He comes to work, he's given a certain amount of training—it varies from railroad to railroad—and he's given a book of rules that may be a half-inch thick. There is no way he can live up to every rule in that book. If he did, the railroad just wouldn't run. If he's a conscientious man, he does try to play it by the book. But if something goes wrong, he gets hanged—even if somebody in management has encouraged him to play loose. It seems to me that there are two different kinds of discipline in this industry—one for management and one for ordinary employees. And we cannot have two kinds of discipline, two sets of standards.

RA: Can you say where Project '70s has done best and where it has done worst?
CHESSER: Not now. Maybe in a year I will, after there's been more chance to see what's happening. It takes a while to schedule meetings, hold them and get the conclusions implemented. As I've said, there have been changes for the better—and I would say, for example, that there's been a tremendous change on Penn Central. It was one of the very worst railroads and it turned around, and I give full credit to Jervis Langdon for this. As for the railroad I mentioned on which there has been little or no response, I won't name names; the individual there knows what's happening and he should know that we won't tolerate it, not one bit.

RA: Both management and labor talk a lot about "adversary proceedings." In the long run, how do you look at "adversary proceedings"?
CHESSER: Generally, we have good relations with [National Railway Labor Conference Chairman] Bill Dempsey and the carriers' conference committee, and the record proves that. We've also been able to improve relations on the local level—in settling claims, for example. For years, again generally, the local railroad officer couldn't—or wouldn't—settle claims and so they got bucked upward to higher levels and maybe eventually to the NRAB or to a special board. We had the same problem, and this is one thing we've tried to emphasize in Project '70s—settling these disputes, these grievances, at the lowest possible level. That's where they should be settled. Nobody, really, should want to take many cases to a board. Why? Because nobody can win 'em all—and either side may get a precedent it doesn't want to live with. We need a lot of improvement in this area. But, I can point to some railroads today where officers at the superintendent level are being given more authority to settle claims.

RA: And your people?
CHESSER: They have the same authority. We're making progress. This is something new, on both sides. But the progress I'm talking about is happening on a lot of railroads.

RA: So, you see gains in your talks at the top level and you see gains in handling of grievances and claims. How about talks on the individual-property level on rules, operating changes?
CHESSER: There is nothing in the Railway Labor Act that says you have to serve a Section 6 notice in order to make a change. You can talk, you can negotiate. We're seeing this happen —change being talked about without the formalities. What you have to remember is that times change, technology changes. Maybe an agreement—20 years old or more—needs to be changed. Well, hell, we're not going to argue with reasonable change. On other local problems, my thought is that both management and labor had better cut down on that habit of sending cases to the NRAB or to special boards. You wind up disagreeing, you get an arbitrator—and chances are you get somebody who knows little or nothing about this industry. And who knows what's going to happen? Let me say this about "adversary proceedings," by the way. Management is charged with certain responsibilities—running a railroad efficiently, making a profit and so forth. We are charged with certain responsibilities—representing our members, improving their position. This is what collective bargaining is all about, and to this extent we are adversaries and I wouldn't have it any other way. But being an "adversary" doesn't mean that you walk around with your lip ready to be stepped on, or that you look at everybody on the other side as no-good. That feeling did prevail at one time. But it does not now prevail.

RA: You've talked about your feelings as regards to discipline in railroad management, and your feeling that middle and lower managers are not giving their superiors the straight story. Doesn't the same thing happen in a labor organization?
CHESSER: No. There are not the same motivations. Management officers are elected or appointed from the top down, ours are elected from the bottom up. If our people have problems, it's to their interest—a lot of the time—to point it out to the officers above them. But railroad supervisors seem to want to keep things cool, not rock the boat, just shove everything to NRAB or a special board. In the meantime, to buck things to the labor-relations department. Railroad supervisors seem to think, in a lot of cases, that their only responsibility is to move trains—with no responsibility for relating to the people who actually move those trains. Put it this way: I can't fire a union officer who, in my judgment, isn't doing his job; only the people who elected him can "fire him." But railroad management can fire people who aren't doing their jobs—and in my judgment there are managements that won't do this, where supervisors are not doing a right job in the labor/management-relations area.

RA: Getting back to the question of work rules, there are some who say that the impact of the January 1972 agreement has not been as significant as a lot of railroads expected it to be. What is your reaction?
CHESSER: Well, we've always tried to point out that when you deal nationally on rules you're talking about things that are going to affect different roads in different ways. Management liked that agreement—but, naturally, not all roads have benefitted to the same degree. Still, I could go down the list, carrier by carrier, and show you where they benefitted: believe me, those rules changes were extensive. Of course, some roads didn't even need some of the changes. For instance, I don't think the agreement on interdivisional runs helped a road like Santa Fe—simply because they didn't need it; on that road we worked

cases, that their only responsibility is to to the people who move those trains."

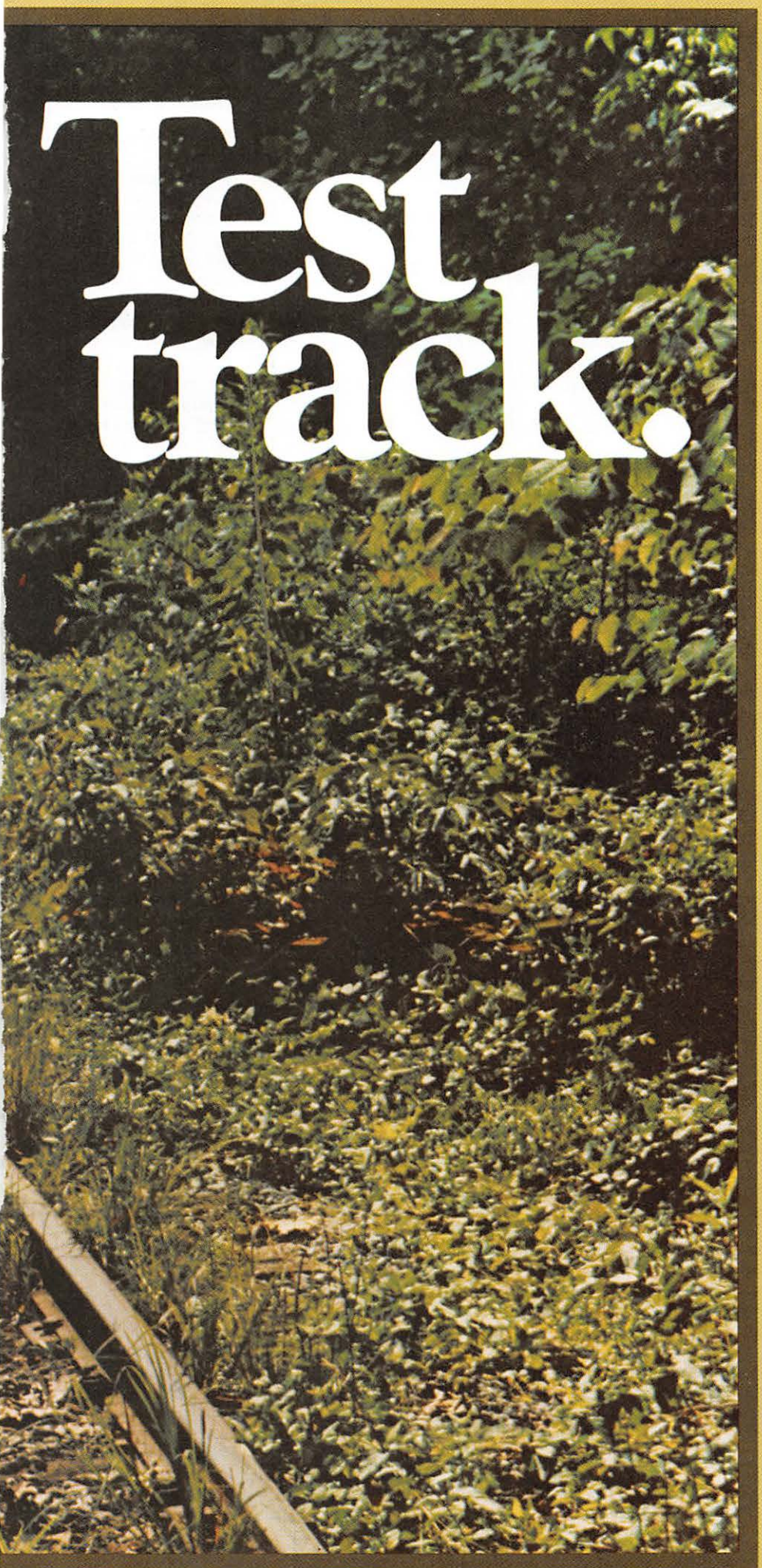
out an agreement years ago that has since benefitted both sides. I would point out one other significant thing about that 1972 agreement: This is the only industry where, traditionally, we have made an agreement and appointed a disputes committee at the same time—but this time we didn't name a disputes committee then and we have never named one. After that agreement was made, both our people and the carriers submitted questions to our committee and Bill Dempsey's committee, and we resolved the interpretations. The result? We have had very few Board cases on this agreement and its interpretations.

RA: When the 1972 agreement was signed, quite a few issues were left for a joint standing committee to handle. Very little has been heard since. Is anything happening?
CHESSER: There has been a lot of research, a lot of exploration done. The life of the committee has been extended, which ought to prove we're serious about it. But, frankly, in the past year or two, there have been other things to work on which I think both sides agreed were more important—Northeast legislation, Railroad Retirement, the rate case and so forth. But, we will be talking from time to time about rules—probably about some that aren't even before the committee formally. We're open to talking about anything you want to talk about, and Bill Dempsey and his committee know that.

RA: As you look at the industry today, are you concerned about its competitive position?
CHESSER: Of course. We worry about cheating that goes on in trucking, the gypsy trucker, the private carrier that may haul goods other than his own. We worry about rate increases, although I don't think railroads are in any real danger yet of pricing themselves out of markets. It's our belief that man has not yet devised a transportation system that can compete, all things being equal, with the railroad. Now, sure, there are problems. We don't have a national transportation policy and anybody who says we do is in a Rip Van Winkle sleep. Railroads have their own problems. They should be doing more research. On operations, they have too much delay in terminals, and we're particularly interested in this. As you know, one of our UTU officers is chairman of the Task Force on Terminals, and we're putting money into this project. We know changes have to be made, and we're not afraid of the techniques that are being tried. I think this industry is on its way. We have a long way to go, but we're on the way.

RA: Where do you see the need for the most improvement in labor/management affairs?
CHESSER: There are several areas. For one thing, I think management ought to be asking for more practical advice from the people on the ground—for example, if you want to know what's tying up a yard, don't ask some youngster who was a trainee officer a little while ago, but instead ask a couple of switchmen or switch foremen; if you have good relations with these people, if they don't hate you, they'll tell you what's wrong and how to get things right. Another thing: On some roads, we've seen a tremendous improvement in the way investigations and discipline are handled; but on some others, superintendents and trainmasters still haven't gotten the word and there's still a lot of harassment. Then, there's the matter of interpreting agreements. I know that the National Railway Labor Conference can't run a railroad. But when you negotiate nationally, the committee gets the power-of-attorney to negotiate and agree from individual railroads. I'm at the point now where I won't make another national agreement touching on rules unless the carriers also give power-of-attorney to interpret the agreement. We can't have 50 different railroads "interpreting" agreements, and we can't live with a bunch of schedule-busters who think they have to stretch or break agreements to keep their jobs. There will have to be changes made in this area before you'll find me signing another national agreement. Finally, and I hate to say this, there are still a few people around whom you just cannot believe. Well, if there are people who don't want to play fair and square, we've got a remedy—and we'll damn sure use it. We are not going to have our program wrecked by a couple of people just because you can't trust them.

RA: Obviously, you think Project '70s is going well. What comes next?
CHESSER: In the second phase, as we see it, there would be standing committees on individual railroads, maybe as many as three joint labor/management committees on the big railroads. I don't think any railroad is quite ready for this today, but they will be. It could be, of course, that the railroads would say "No" to us on this, but I don't think they would. Railroads are different entities and there are a lot of things that ought to be handled by the people directly involved. If they need help, sure, national committees can come in to help. But I believe that things ought to be taken care of at the lowest possible level. You've heard me say that I believe in keeping everything possible out of the hands of the Federal government; well, I believe much the same about national handling in labor/management affairs. In the end, labor/management people are going to have to work together at the local level, on individual carriers. And when this really happens, that's when you're going to see some big changes. ■



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NW emphasizes strong track, well

By MERWIN H. DICK
Engineering Editor

Top management of the Norfolk & Western and the road's chief engineer agree on this point:

Strong track plus a modern, well-equipped maintenance organization, adequately supplied with replacement materials, adds up to a formula for efficient track maintenance. Which is another way of saying that NW management is firmly committed to a policy that puts emphasis on the need for strong track adequately maintained as a means of promoting M/W efficiency, and also, it might be added, safety and better service.

These conclusions developed as the result of interviews with Richard F. Dunlap, NW's senior vice president-operations, L.A. Durham, Jr., chief engineer, and several top aides on Durham's staff.

● **The policy in action.** Management's attitude favoring strong, well-maintained track came out strongly during the interview with Dunlap. The fact that the Nickel Plate and Wabash were merged with NW in 1964 provides an opportunity to witness the policy in operation. "Since the merger," says Dunlap, "we have endeavored to upgrade the Nickel Plate and the Wabash to the same standards we maintained prior to that time on the NW."

He cited the policy regarding rail as an example. "Prior to unification of the three roads our standard rail on the NW was the 132-lb section," said Dunlap. "This standard for main-line track has now been extended to the entire system." Since the tracks on the former Nickel Plate and Wabash in many places were laid with 112-lb and 115-lb, this means that these rails are now being replaced where needed with the heavier section.

The tie condition on the old Nickel Plate and Wabash (now known as the Lake and Western Regions of the enlarged system) is also being upgraded. "On these properties we are applying substantially more ties per year than were inserted prior to the merger," said Dunlap. "I could also cite other examples of work we are doing, such as bridge and building maintenance, to substantially upgrade these properties."

Dunlap said that many benefits were being derived from the upgrading program. "In view of the heavier rail section and the better tie population, we will have fewer derailments." he said. "Also, as we continue to replace the lighter rail sections with the heavier welded rail we will experience reductions in our maintenance-of-way labor costs. Sometimes this is difficult to translate into real dollar savings, particularly with the inflation rate being as rapid as it is today, but they will be there. As a result of the upgrading program we will be able to reduce our maintenance forces at some locations."

● **Difficult problems for engineers.** In their track-maintenance efforts the NW's engineering officers are confronted with axle loads and gross tonnages "that are constantly increasing," said Durham. "The heavy equipment is exacting a toll from our tracks, and we are required to extract the maximum effort and maintenance from our maintenance dollars."

In the territory between Portsmouth, Ohio, and Bluefield, W. Va., NW tracks carried as much as 68.80 million gross ton-miles in 1973, Durham said. On the line between Roanoke, Va., and Norfolk, which he said was the NW's coal-carrying line, the heaviest traffic carried amounted to 64.28 million gross ton-miles last year.

Along with this heavy traffic, NW is characterized by heavy curvature and grades, with the result, says Durham, "that maintenance problems on our road are more difficult than on most railroads." Taking rail as an example, he said that on roads with extreme curvature, "the life of rail on curves, measured against the life of rail on tangent track, is surprisingly low." Noting that NW has many 10-degree curves, he said that rail on such curves without rail oilers has only 10% of the life of rail on tangent track. "Of course," he added, "we on the NW have found that the use of rail oilers greatly extends the life of rails on curves."

Because of its heavy curvature the NW is using a somewhat lower tonnage figure than some other roads when figuring the life of its rail. "At the present time we are using from 500 to 550 million gross tons as a yardstick in anticipating our needs for new rail for main-line track," said Durham.

● **CWR on 10-degree curves.** The welding of rails into 1,440-foot lengths is standard practice on NW. Until recently, use of such rail was restricted to curves not exceeding six degrees. In a recent project involving construction of a new line containing nineteen 10-degree curves, continuous welded rail was installed on all the curves. "We don't anticipate any trouble with it," said Durham, "and we have now extended the use of CWR to all 10-degree curves on main-line track, and we may consider the use of CWR on curves greater than 10 degrees in the future."

Other rail practices include joining the long welded strings in the field with Orgotherm welds and use of Allegheny bonded insulated joints.

Another facet of NW track practice is the use of 18-inch tie plates on all main-line curves two degrees and over in heavy-tonnage territory, on all bridges and in tunnels. "We have found that the use of 18-inch tie plates on curves greatly increases tie life by reducing mechanical wear of ties," says Durham.

● **New spiking pattern.** In a recent move NW adopted a new rail spiking pattern which calls for increasing the number of spikes on sharper curves in main-line track. "The greater number of spikes on the sharper curves is intended," explains Durham, "to keep the rails from turning over under the extreme lateral thrust of six-axle diesel locomotives and to maintain proper gauge."

Rail-flaw-detection practices on NW involve use of Sperry cars and hand-held ultrasonic devices. The Sperry equipment is used on a frequency basis depending on the amount of traffic carried by the particular territory, age and condition of the rail and the number of defects discovered by detector cars during previous test runs. The number of defects are computerized and the results considered when the annual new rail programs are being formulated, Durham explained.

The handheld rail detection devices are used to locate end defects in territories where there has been a past history of high percentage of defects in the joint-bar areas. NW also uses the ultrasonic devices to test turnouts and railroad crossings for rail defects.

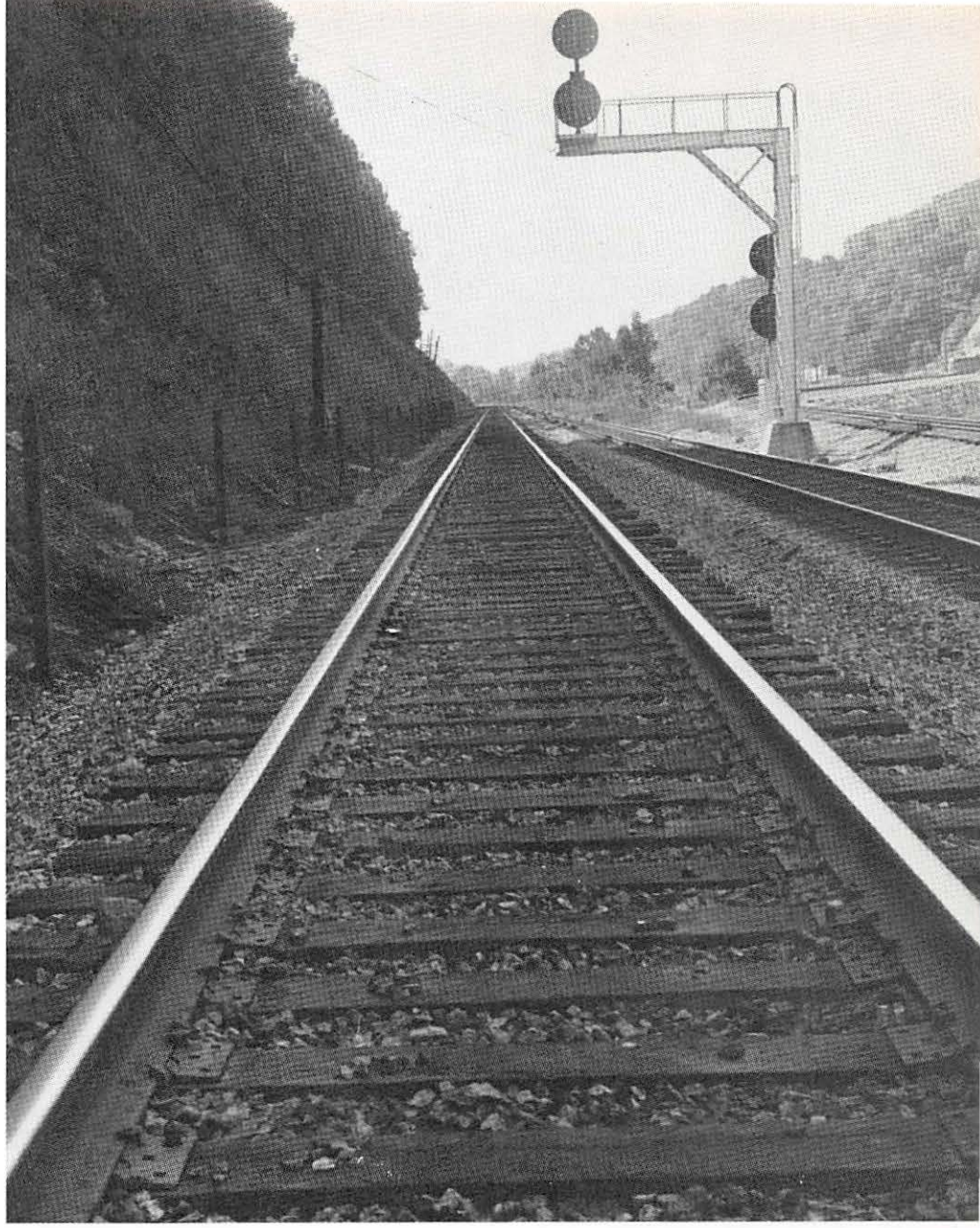
● **Testing vacuum-degassed rail.** An interesting development on NW is a test installation of vacuum-degassed rail. This installation, which extends around a series of six-degree curves, has been under observation since October 1970, explains R.E. Catlett, engineer maintenance of way. In the test section the vacuum-degassed rail is laid on one side and the other side is laid with regular control-cooled rail.

Catlett reports that, after experiencing 200 million gross tons of traffic, the condition of the vacuum-degassed rail appears to be equal to or slightly better than the control-cooled rail from the standpoint of wear. But the big advantage of vacuumed-degassed rail, as Catlett notes, is that it would do away with the cooling boxes, which are a limiting factor in determining rail lengths, and hence open the way for producing rails in longer lengths.

● **Role of mechanization.** Mechanization of maintenance-of-way work is considered to be an important element in NW's program to achieve maximum

maintained

IMPLEMENTATION of M/W policy on the Norfolk & Western is characterized by close liaison between Richard F. Dunlap, senior vice president-operations (seated), and L.A. Durham, Jr., chief engineer.



FEATURES of main-line track on the Norfolk & Western include 132-lb rail, 24 ties per 39-foot rail, 8 inches of sub-ballast and 15 inches of crushed stone ballast under the ties on top of the sub-ballast.

efficiency in this area. Says Dunlap: "We are purchasing more and more maintenance-of-way machinery for track surfacing, for tie renewals and for every aspect of our maintenance-of-way program."

The extent of NW's M/W machinery purchases was spelled out in specific terms by James N. Carter, manager roadway maintenance. During the period 1965 through 1974, the road has invested about $10,200,000 for additional modern work equipment, he said, and for replacement of machines that have reached the end of their service life. For both 1973 and 1974, expenditures for this purpose came to $1,800,000. For 1975 the equipment budget has been set at $1,600,000.

With its enlarged equipment fleet NW has been accomplishing more work per year and doing it with fewer men, Carter indicates. Tie installation, for example, went up from 476,367 in 1965 to 931,053 in 1973, an increase of 95%, with installations continuing at about the same rate this year.

Rail installations have also gone up. NW installed 100.06 miles of rail in 1965 and has gradually increased this mileage until a total of 311.77 miles was laid in the 1973 program year, up 212% for the nine-year period. About one-half of the rail mileage laid was new rail. The remainder was secondhand rail which had been cropped and welded into 1,440-foot lengths.

For performing its heavy programmed work NW has three highly mechanized rail-laying gangs, one each for the Lake and Western regions and one for the Atlantic and Pocahontas regions (the old Norfolk & Western), 16 standard ballast (surfacing) gangs, five standard dual-saw tie gangs, three standard shear tie gangs, and two standard tie and surfacing (T&S) dual saw gangs. In all tie-renewal operations the ties are cut in three pieces to facilitate their removal from the track. All these gangs are highly mechanized.

● **Gang combines T&S work.** The standard T&S dual-saw tie gang was put into operation for the first time this year. In this operation the tie-renewal and track-surfacing functions have been combined in a single gang.

Explaining the reasoning behind this new work force, Carter noted that, with the previous practice, two detour situations were required in double-track territory, one for the tie force and the other for the surfacing gang which may be a considerable distance in the rear. With the two operations combined in a single gang, train delays are reduced by having only one detour section, Carter said. He also noted that track occupancy is reduced when the combined gangs are used in single-track territory.

There are also benefits in the combined operation for the track forces, explained C.W. Dod, Jr., assistant chief engineer-maintenance. With this operation, which has a larger force, the operating people "have the understanding that we can move in, get the job done and move out quicker," he

PORTION of NW's standard T&S dual saw force. Tie crane in background is starting new ties under the rail. Scarifier-inserter in foreground is pulling them into final position.

said. The reasoning is that this could lead to more track time for the work force.

Aside from the forces that perform programmed work, other mechanized forces on NW include seven gangs engaged primarily in spot surfacing and working on construction jobs, 31 spot-surfacing outfits, and 12 switch and grade crossing gangs.

In addition, to accomplish a major yard rehabilitation project, the road has organized four mechanized yard tie forces, five surfacing forces and one rail-laying force. Also, NW is utilizing five self-jacking switch tampers to raise and tamp switches and ladder tracks at various major terminals.

● **Control now centralized.** A major feature of present-day M/W operations on the NW is centralized control of these operations. From the time of merger until 1971 there was little centralized planning of rail and tie renewals and ballasting work, Carter explained. Materials and equipment were allocated to the four operating regions and dispersed by the regional engineers.

But effective with the 1971 program year a fundamental change was put into effect. "Actual field inspections are now made by system staff engineers to obtain information for use as a guide in distributing materials and equipment based on requirements as seen from the system level," explains Carter, "but also taking regional and divisional requests into consideration."

He then explained that complete and detailed programs are now prepared covering the tie-renewal, surfacing and rail-renewal programs and time schedules are made for each force.

Another feature of the present system is the monitoring of gang production by a telephone recording device in the chief engineer's office at Roanoke. Each division is required to report the daily progress of every major production force on the division.

Based on these reports a status report is issued each morning to engineering management so that the progress of each force may be checked. "If production has declined," explains Carter, "or if questions should arise concerning a particular gang, the division office is contacted to determine the cause of the problem or delay." The production figures are further compiled into weekly and monthly reports for distribution to management.

● **Gang production goes up.** Because of the new measures that have been put into effect "great strides have been made in the area of production," said Carter. To illustrate the production gains he cited these figures on tie installations and surfacing:

Year	Average number ties per gang per day
1971	374
1972	432
1973	540

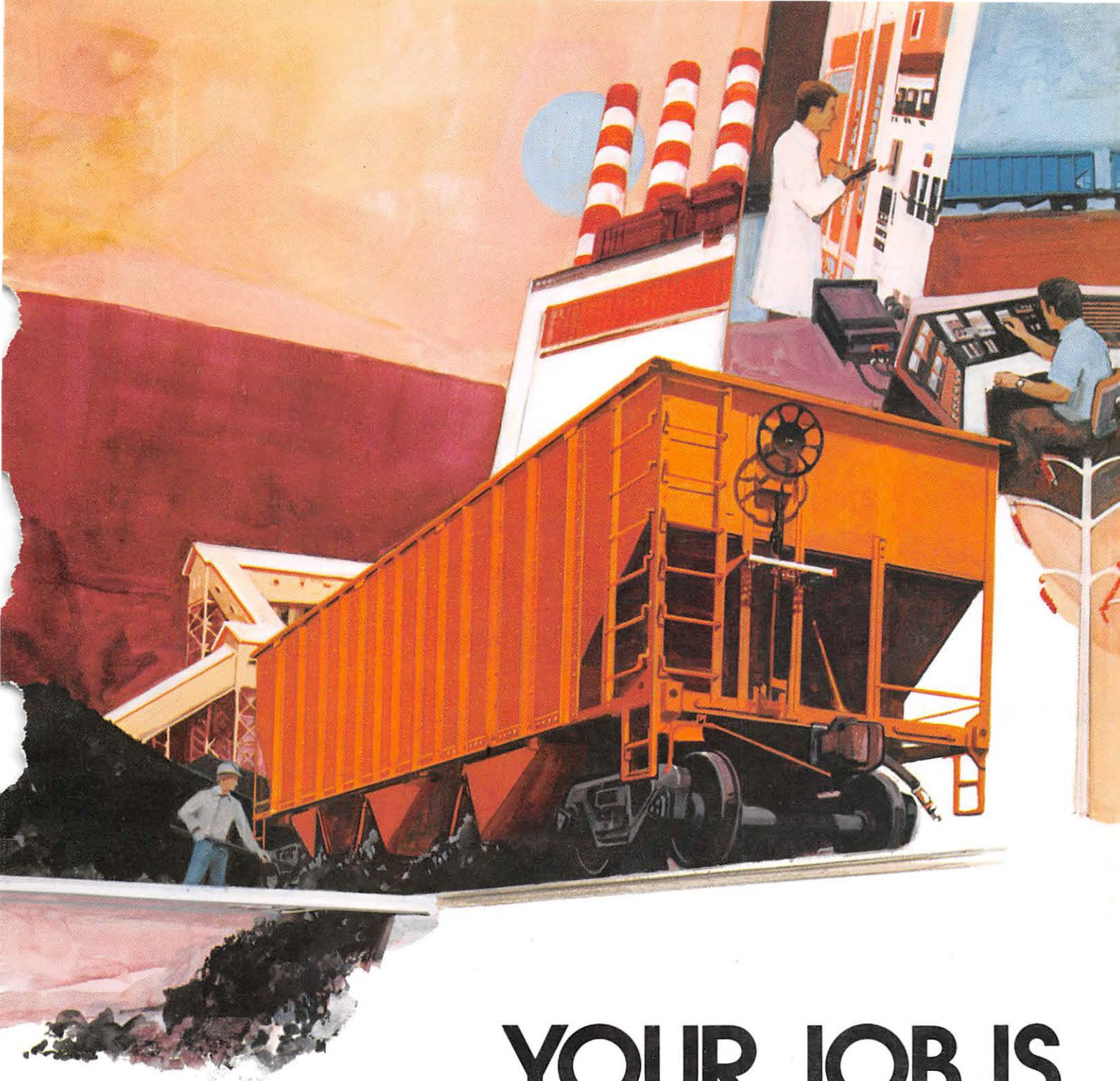
Year	Surfacing average footage per gang per day
1971	3,325
1972	3,813
1973	4,021

Carter explains that the increase in gang production illustrated by these figures is the result of two factors. One is the centralized control exercised over production gangs and the other is the new equipment that has been placed in the hands of the gangs. "With these two factors in mind, it is projected that production will improve even more," he predicted.

Another result of mechanization cited by Carter has been a reduction of the average monthly employee count in the M/W department from 6,091 in 1970 to 5,253 in 1973.

In their M/W policies how do NW people know they are on the right track? As a measure of M/W efficiency, Durham prefers to relate maintenance of way and structures expense to the tonnage carried—in other words the M/W&S expense per thousand gross ton-miles. For 1973 this figure on NW came to $0.84 which, Durham understands, is within a notch or two of the top performance among Class I roads.

In passing, it is worth mentioning that the M/W ratio on NW in 1973 came to 11.70, which is also in the lower range among Class I railroads, but on NW this ratio is considered to be so much a function of revenues that it is not considered a reliable index of M/W efficiency. ■



YOUR JOB IS SELLING DEPENDABLE SERVICE.

SO IS OURS.

A new, complete family of open tops, engineered to meet today's high performance requirements.

To meet the increased service demands, as well as the railroad need for dependability, cars that stay in revenue producing service, Pullman-Standard—the world's largest and most experienced builder of railroad cars—has employed the latest technology to engineer a new family of open top cars to meet these requirements.

Three years of research and design included the implementation of the NASTRAN system—NASA Structural Analysis—to develop the finest possible new cars. Pullman-Standard is one of the few American companies, and the only rail car builder, to fully employ the analysis system used in the design of the Apollo spacecraft. And we've built new production facilities to manufacture this new family of open top cars.

As a result, the new family of Pullman-Standard open tops is ready well ahead of normal development, and in time to meet increased rail service needs.

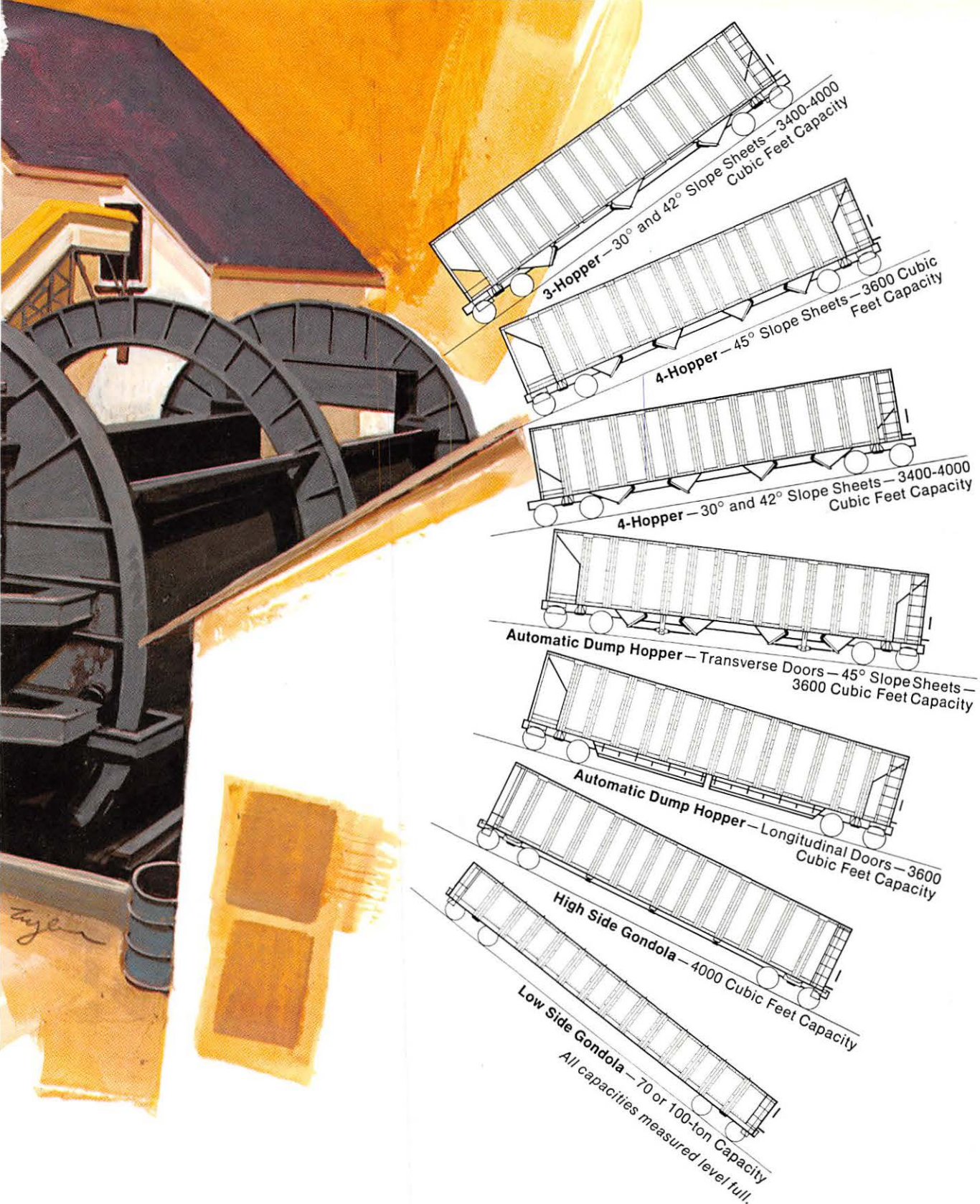
These new Pullman-Standard open tops are available in sizes up to 4,000 cubic feet capacity, in either triple or quad hopper design, or as high side or low side gondolas.

Pullman-Standard's new high side gondola is of the demonstrably superior straight side design, and specifically engineered for unit train rotary dump service.

The new open top hopper car, the other member of the Pullman-Standard open top car family, is engineered for the abuse it receives from various loading and unloading devices, as well as the corrosive effects of some types of bulk commodities.

New fleets of these cars have been purchased by several of America's largest railroad and industrial companies.

Each model of the new family of open tops represents the latest developments, and is designed to provide dependable service in supplying new railroad needs.



3-Hopper – 30° and 42° Slope Sheets – 3400-4000 Cubic Feet Capacity

4-Hopper – 45° Slope Sheets – 3600 Cubic Feet Capacity

4-Hopper – 30° and 42° Slope Sheets – 3400-4000 Cubic Feet Capacity

Automatic Dump Hopper – Transverse Doors – 45° Slope Sheets – 3600 Cubic Feet Capacity

Automatic Dump Hopper – Longitudinal Doors – 3600 Cubic Feet Capacity

High Side Gondola – 4000 Cubic Feet Capacity

Low Side Gondola – 70 or 100-ton Capacity

All capacities measured level full.

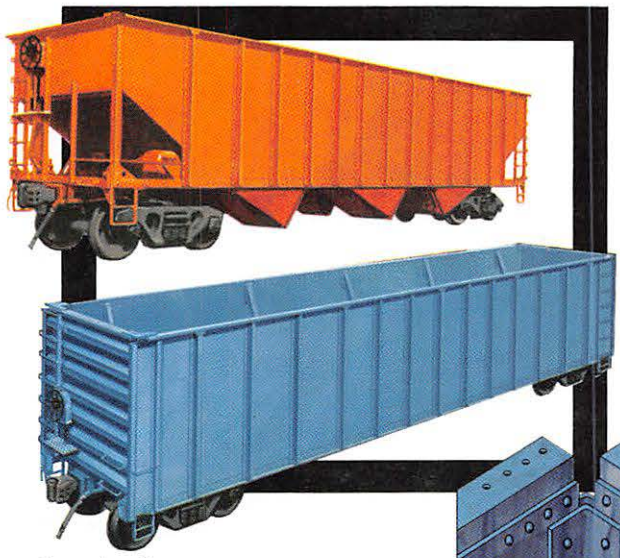
Standard

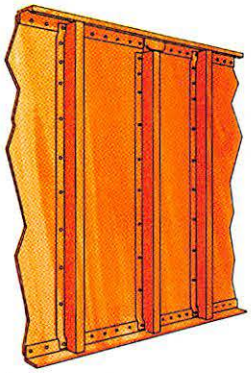
Pullman-Standard has applied space-age technology to the development of these new open top cars.

Pullman-S

A new family of Gondolas and Open Top Hoppers

Engineered for Dependable Service.

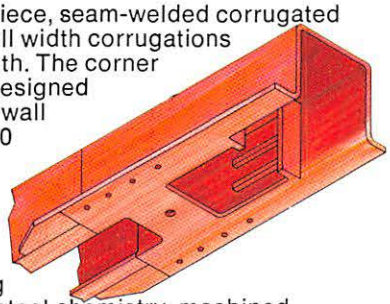




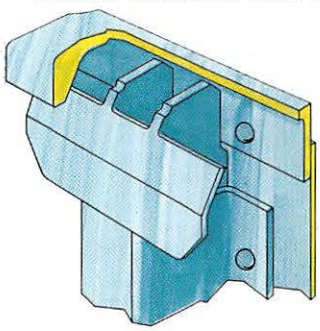
Pullman-Standard's new family of gondolas and open top hoppers employs many new features to improve service dependability. The new high side gondolas are of straight side design which increases the lateral support of the car side and parallels rotary dump platens. This design takes advantage of an inherent lower center of gravity.

The riveted sides in all Pullman-Standard gondola models are of high strength, copper-bearing steel, reinforced with rugged diagonal braces. Complete engineering and new analysis techniques, including NASTRAN, have been applied to side posts, side plates, and side sills, resulting in a more efficient design.

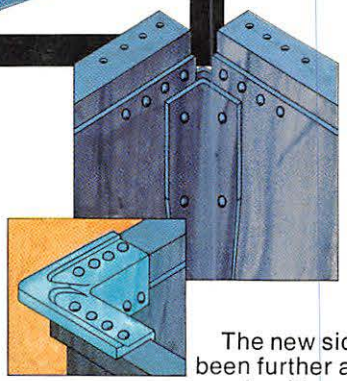
Ends are of two-piece, seam-welded corrugated steel, with 4-inch, full width corrugations for maximum strength. The corner post is a J-section designed to withstand an end wall force of over 200,000 pounds.



The underframe and body bolster assembly employ many new features. The draft sill casting calls for controlled steel chemistry, machined surface for the application of either integral or separable center plates, and thicker side wall construction through the body center filler area.

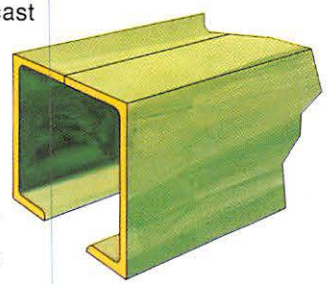


The new Pullman-Standard open top hoppers employ many of the same design features as the gondolas, including specific new features such as larger ¾-inch diameter rivets, and integral or separable center plates.



The new side construction has been further adapted to open top needs with a special side post connection. A newly designed connector attaches the side post to the side plate at each crossridge and at the body bolsters. This connector is welded at the juncture to best preserve the full strength of the side post and side plate. Rectangular tube diagonal braces provide strong additional side support.

To increase resistance to torsion with extremely rigid construction, the corner construction of the new open top hoppers has both inside and outside reinforcements. A new cast steel corner cap provides special beam strength to the juncture of the side and end.

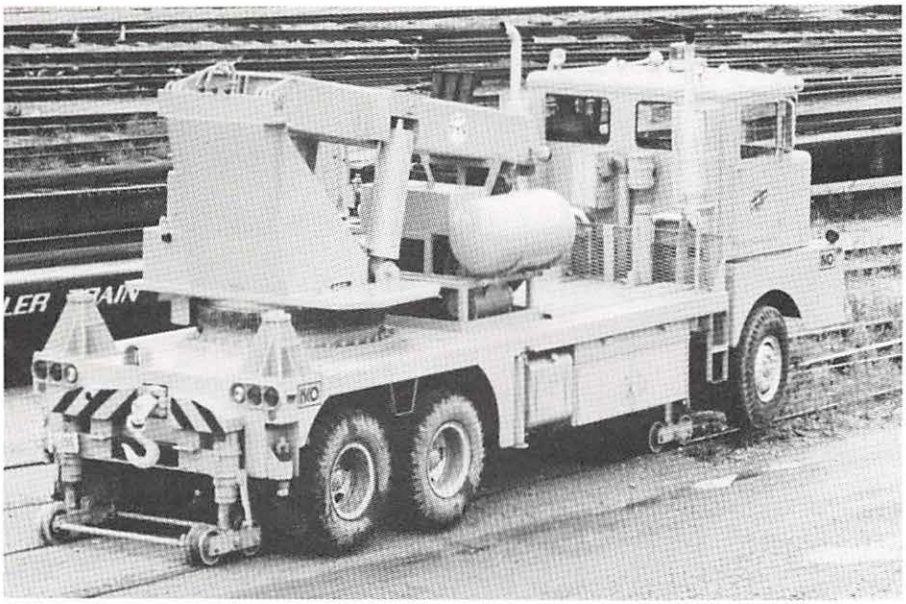


Center sills are modified from the standard "Z" section by turning the short flanges inward. In the open top hopper cars this permits widening the transverse gate openings on each side of the center sill by more than 6 inches, while retaining the strength of the "Z" section center sill.

These and many more design features are directed toward providing dependable service in every application of this new family of gondolas and open top hopper cars. For complete specifications and engineering details, write Pullman-Standard, division of Pullman Incorporated, 200 South Michigan Avenue, Chicago, Illinois 60604.

Pullman-Standard

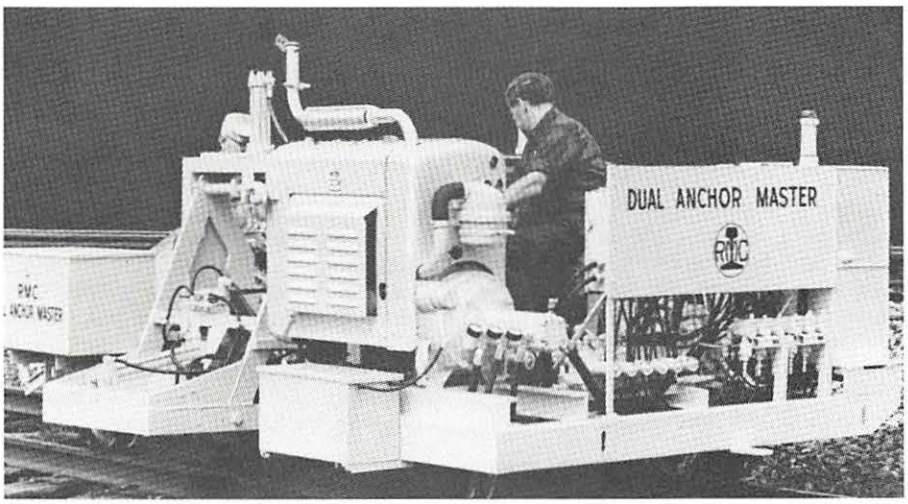
Products Report



Mobile crane brings power and mobility to rail applications

A 75-ton lifting capability, plus high-speed over-the-road mobility and rugged construction, is brought to many railroad and industrial applications by Isco Manufacturing Co.'s mobile hydraulic crane IC-75 MHC. The crane can reach derailment sites at speeds up to 62 mph and can right virtually any derailment, whether of a locomotive or rail car. The standard straddle rail is legal for highway travel in all states with limits up to 18,000 gvw on the front axle and 32,000 gvw on the rear axle. Its 21-ft wheel base is in compliance with most bridge formulas. With the addition of an optional Isco Ryd-A-Rail road-to rail conversion unit the IC-75 MHC becomes capable of quick conversion to rail travel. The crane, requiring only a two-man crew—one to operate the prime mover and the other the crane—features fingertip control throughout, a low over-all height and a special lifting concept assuring speed, safety and precise control.

Circle 60 on reader service card



This machine installs 32 anchors a minute

A Dual Anchor Master which simultaneously installs four anchors per tie (two anchors at each rail), is being manufactured by Railway Maintenance Corp. The unit can set and apply 32 anchors per minute, boxing eight ties per minute. The machine operates with any brand of rail anchors, spring type or drive-on type. Special fixtures permit changing from one brand of anchor to another in less than 30 minutes.

Circle 61 on reader service card

Ultra-high-speed tapered roller bearing is developed

The development and successful test runs of newly designed tapered roller bearings at 42,000-ft-per-minute tangential cone velocity have been announced by Timken Co. The speeds are more than 75% faster than previous tapered roller bearing performance. The technological breakthrough was made by Timken as part of research work under a contract for ultra-high-speed tapered roller bearing development; the contract had been awarded by the U.S. Air Force Aero Propulsion Laboratory, Air Force Systems Command at Wright-Patterson Air Force Base in Dayton, Ohio. Bearings in the test program, made from CBS-1000M Timken steel, were successfully run at 3.5 million DN. Inside diameter of the bearing is 107.95 mm, or 4.25 in. During tests, the newly designed tapered bearings reached cage speeds of 15,294 rpm and roller speeds of 277,347 rpm. Centrifugal force on each roller was 184.2 lb; the inlet oil temperature was 300 deg. F and the bearing cup outside diameter level off temperature was 400 deg. F. A 2,000-lb thrust load was applied during the development tests.

Circle 62 on reader service card

NEW LITERATURE

COMMUNICATIONS. Two new data sheets have been released by RF Communications, division of Harris Corp. One describes the RF-1532 series digital tone decoder for selective call via two-way radio; the other describes the application, features and operation of the RF-103 1 KW linear power amplifier.

Circle 70 on reader service card

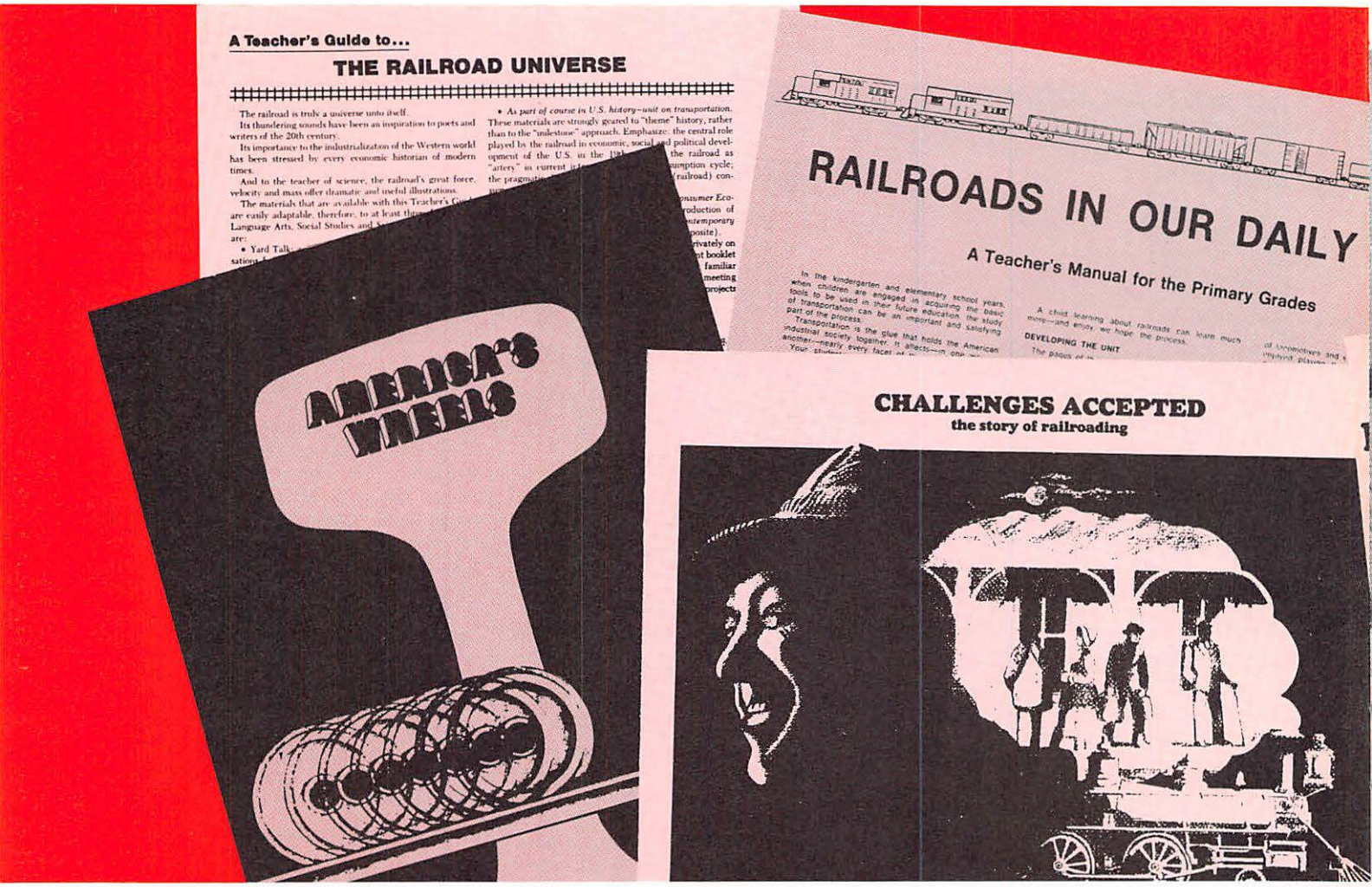
ANTI-NOISE. A two-page illustrated brochure on its complete line of acoustical machine enclosures that help meet OSHA noise limitation standards has been published by Keene Corp.'s Porta-Fab Division.

Circle 71 on reader service card

CLEANING WASTE WATER. The removal of oils and solids from waste water and process fluids is illustrated and described in Heil Process Equipment Co.'s Corrugated Plate Separator engineering guide, a six-page file folder manual with operating diagrams and system designs.

Circle 72 on reader service card

Railroads and their publics: Tomorrow's leaders



FOR EVERY AGE GROUP, from primary grades through college, AAR offers a wide variety of teaching aids designed to acquaint young people with the

How railroads are telling their story

All of the definable "publics" in the railroad universe are important to the industry's future: Employees. . .customers. . .government officials, elected and otherwise, at all levels. . .community leaders and opinion-makers. . . print- and electronic-journalism people. But there is one "public"—a huge one—which, long-range, surely has to rank as most-important.

It's made up of:

—The 58.6 million young people attending classes, all the way from kindergarten through graduate school; and

—The more than 3.3 million teachers and professors into whose hands the formal education of the 58.6 million has been committed.

What this adds up to is close to 30% of the total U.S. population—tomorrow's employees, customers, government officials, community leaders, journalists, tomorrow's movers and shakers, the people who will to a large extent determine what tomorrow's railroads will be and how they will operate.

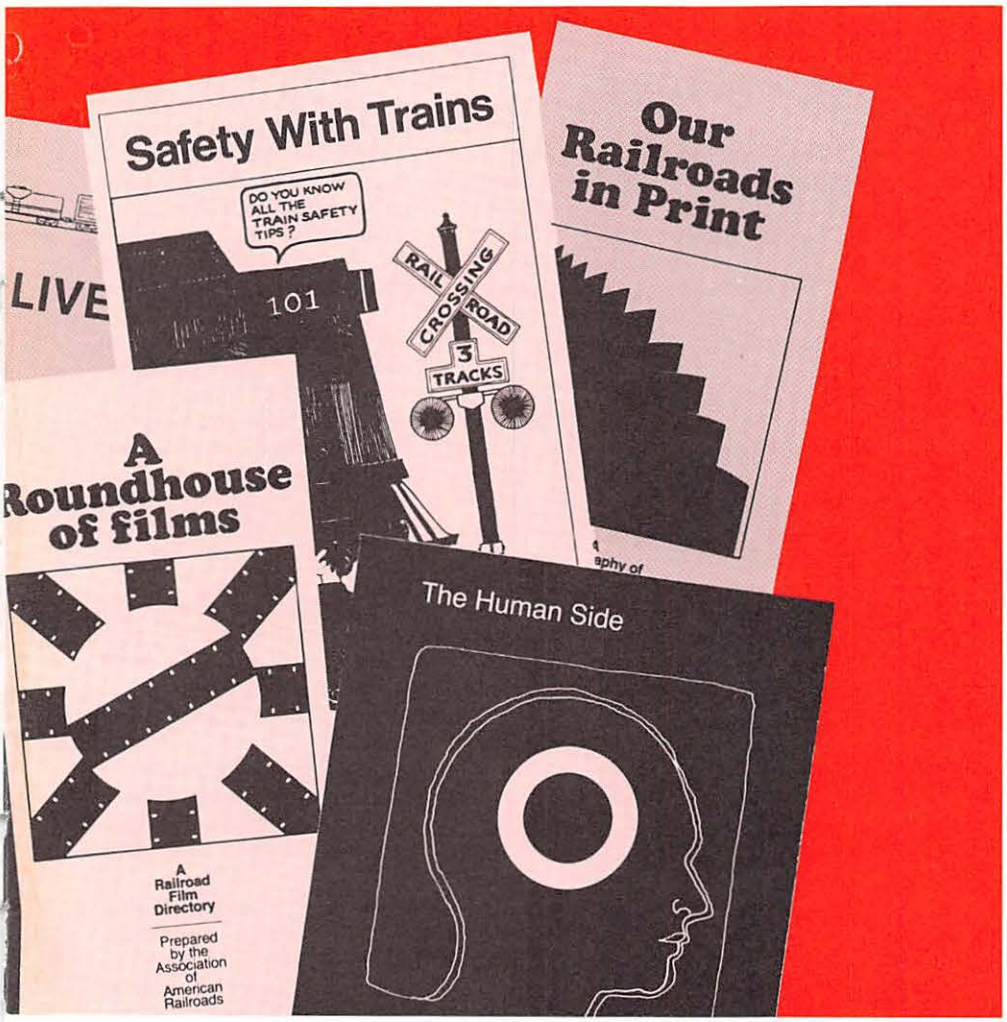
This is a vast "public" which railroads must reach, a public which railroads, in fact, *are* reaching. How? Basically, through an intelligent approach in which the AAR does what it can do best and individual railroads do what they can do best.

Look first at AAR—now making a strong and effective comeback in the educational field.

Back in the early days of the Association, when public relations programs were in the development stage, AAR people fully recognized the need for involvement in the educational world, and a variety of materials was produced for use at all levels of the educational system. In one year alone, AAR's public relations department distributed about 10 million pieces of educational literature to teachers and students. But then the educational program came upon hard times. Supplies of educational materials dwindled. Some materials became outdated as railroading and its technology changed. AAR ran into budget problems, and educational programs didn't rank high on the priority list; there was simply too much else which AAR thought more important, and there were too few dollars. By 1972, the Association didn't even have anybody assigned mainly to educational activities.

But, the turnaround began in that same year.

For one thing, AAR gave the job stature, creating—or re-creating—an educational job in the Information and Public Affairs Department and assigning it to Anne O. Bennof, who had worked with such programs in past years. And AAR began to completely rebuild its file of educational materials.



role railroads play in American business.

at the classroom level

● **A "must" job.** Richard E. Briggs, assistant to the president and director of information and public affairs, puts it bluntly: "Realizing that the future of the nation in general and the private-enterprise status of the railroads in particular will depend largely on the attitudes of today's youth, we cannot afford not to communicate with them before their attitudes are set."

AAR also recognized the requirements of the educational job it was undertaking: "The No. 1 challenge comes in telling your story in a factual, non-propagandistic manner which will be acceptable and useful to the schools. Add to that the task of telling and re-telling the story in different ways and in different formats to fit the wide range of ages and interests represented by the educational community, and you find a unique public-relations function. A company or a trade association can produce the greatest, most expensive promotional piece in the world, but if it is not acceptable to educators—by their standards—it will never see the inside of the classroom. The educational community has always strongly resisted attempts to 'use' the classroom as a platform for self-serving purposes. And, although we occasionally see some upper-grade materials which are deliberately biased for the sake of debate or discussion of issues, the 'no-propaganda' philosophy is generally alive and well in educational circles, particularly in the elementary grades."

In '72, AAR began with an evaluation of its existing educational resources and an analysis of the 11,000-or-so requests and queries coming in annually from the educational field. As Dick Briggs recalls, a decision was rather soon made: "We came to the conclusion that to do a really creditable job we should abandon attempts to revise and update older materials. Rather, we chose to start from scratch in the preparation of completely new items—using as many sophisticated techniques as the budget would stand in an effort to present a relevant story to today's youth."

Step No. 1 turned out to be a wise move: AAR went to the Scholastic magazines—long respected in educational circles—for advice and counsel. Both AAR and Scholastic were well aware that a broad age/interest spectrum had to be covered—and, on Scholastic's advice, AAR chose to begin rebuilding with programs for the mid-elementary (5-8) grades, "with the hope that the same materials could be adapted for the higher grades."

What resulted was a multimedia kit—made up of a "Teacher's Guide to the Railroad Universe," a bound-in recording entitled "Yard Talk," a set of 10 color transparencies for overhead-projector use and a student booklet entitled "America's Wheels."

● **High marks.** Thus far, about 16,000 sets of basic kit materials have been distributed—and the response to the kit has been excellent. Not content to rely on mail and personal-contact reaction, AAR sent evaluation forms to the first 1,000 teachers receiving the materials. Result: Of the teachers returning the form, "68% rated the multimedia package as superior to classroom materials made available by other trade associations or industries, 29% rated it as at least average and less than 3% called it below average or not useful. The separate parts of the package also came out well, although a number of worthwhile suggestions for improvements were made."

At about the same time, AAR went to Independent Research Associates and commissioned an effort "to measure more scientifically the effectiveness of the materials—that is, to measure whether students who had been exposed to the kit actually gained a greater understanding of the industry. IRA did 924 student interviews in 32 classrooms across the country and found that the materials did indeed 'increase the knowledge level of the students.'" IRA recommended that the program be continued.

In the kit, AAR suggested teaching approaches for grades 5 through 8 and 9 through 12 as well as for all grades; it also tied the material not just to teaching about transportation but also to instruction in such areas as science, language arts, even art and music appreciation; all in all, the AAR/Scholastic production was a thoroughly professional piece of work. But, Briggs recalls, "one of the most frequent suggestions appearing on the teacher-evaluation forms was one that backed up another

Individual railroads "localize and personalize" the AAR's broad message

On the youth scene, what is the role of the individual railroad? The role of Road A and Road B and Road Z is to localize and personalize; to protect its direct interests, in a recruiting sense; and to supplement and complement what AAR and other roads are doing in less-direct-payoff areas. As AAR's Dick Briggs notes, "Serving the needs of a public as large and as diverse as the educational community commands resources far beyond those of the AAR alone. Some railroads have established extensive contacts with schools within their areas and they, too, handle many educational requests. . .Railroads individually are able to provide the localized, personalized attention which we as an association cannot."

What do individual roads do? They arrange student tours of railroad facilities. They provide speakers for classroom appearances. They conduct safety programs. They distribute literature—maps, histories, annual reports and so forth. They produce special booklets, pamphlets, brochures. They participate in youth activities; Burlington Northern, for instance, is widely known as the "Scout" railroad, with its involvement in something like 100 posts at the Explorer level.

But, to look at just one broad-based youth operation, look at Santa Fe:

—Unlike BN, Santa Fe does not put its emphasis on Scouting, though its people do work with Scouts on railroading merit-badge efforts. But. . .

—Only 4-H itself is older than Santa Fe participation in 4-H Club activities. The 4-H movement came into being 50 and more years ago; Santa Fe became active in the second year of 4-H. Currently, the road provides 27 $500 scholarships annually, and sends 60 youngsters to the annual 4-H Congress in Chicago.

—The Future Farmers of America organization wasn't even in existence 50 years ago, but even that far back Santa Fe was working with a predecessor group. Here, the road offers two scholarships a year in each principal Santa Fe state and provides achievement awards entitling the recipients to a trip to the national FFA meeting in Kansas City.

—At the college level, Santa Fe has been involved with the National Merit Scholar program for more than 15 years, with scholarships (four-year) for children of employees and American Indian youngsters. In addition, the road supports private colleges and universities through donations to these institutions' state organizations.

—Even though some question the effectiveness of Junior Achievement programs, Santa Fe sponsors junior achievers in Chicago, Los Angeles and Topeka and contributes to JA in other cities.

—Always active on the direct-recruiting scene, Santa Fe is now going to all levels in the educational system with "Toward a Better Way," a booklet describing what Santa Fe (and railroading) are all about. It ranks with the best work of its kind ever done in the industry. Copies have been offered to school principals all across the Santa Fe system—and, while feedback is just now developing, it's a safe bet that many, many thousands of copies of TBW will be in the hands of teachers and their pupils before long.

What does all of this mean? "Meaning" could perhaps be defined in three areas, not mutually exclusive. A Santa Fe representative close to these programs talks about it:

—As corporations, "there is a social obligation to do what we and other railroads and other corporations do. There's no other way to describe it."

—Of course, "there's a need each year to recruit good people, not just those coming out of the colleges and universities but also those coming out of high schools. They should know about railroads, and about Santa Fe. . ."

—In such programs as those involving scholarships, "we're dealing with the top kids, the achievers. They're going to be the leaders."

Do such youth programs concentrate too much on the farm kid and too little on the urban youngster, the black, the white, the kid named Ramirez? Not really. Junior Achievement traditionally is involved with inner-city youngsters. And in 4-H, believe it or not, half of the card-carrying youngsters do not live on farms; 4-H has gone "city."

At Santa Fe, there's enthusiasm for all youth programs—but there may be a special feel for 4-H, possibly because its philosophy is one of continuous learning plus incentives and awards for the youngster as he learns.

Programs such as these are proving worthwhile. And the railroad people directly involved in them? Talk with these men and women sometime. Because these programs aren't just worthwhile to the kids and the company.

of our own judgments—and that concerned the need for materials designed specifically for the primary-grade teacher and student, kindergarten through grade 4. So, as the next step in revitalizing our total educational program, we went to work on a similar but somewhat less elaborate set of materials. In January 1974, we made available a teachers' manual for primary-grade teachers, 'Railroads in Our Daily Lives,' and a student booklet, 'A Freight Train Comes to My House' which contains a variety of activity suggestions for young children."

Production of this material was in-house, but it was reviewed with Washington-area teachers. No formal evaluation has been undertaken, but response as measured by mail and conversations has been good—and since January, AAR has distributed (directly and to member roads) 11,000 copies of the teachers' manual and 87,000 copies of the student booklet.

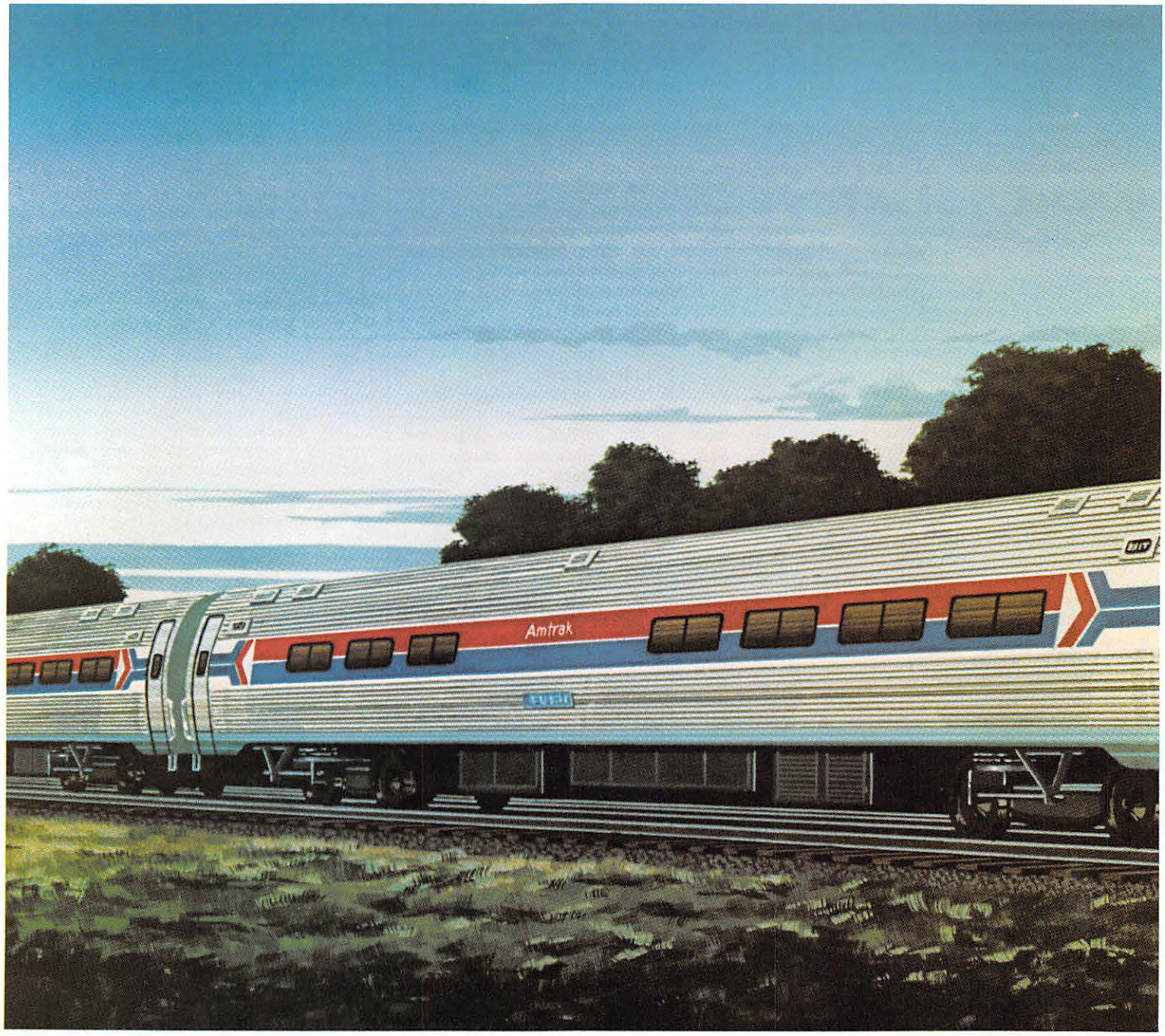
● **Helping the profs.** Move now to the college/university level—where the program is less structured but still seems effective. In essence, says Dick Briggs, "we simply provide an information service to a number of professors who teach transportation-related subjects—and, of course, we also provide help to their students either through the professors or in direct response to student requests."

On this level, AAR maintains liaison with about 1,500 college professors. These professors receive the AAR's information letter each week as well as special mailings several times a year—backgrounders, recent publications, statistical studies, "anything we think might be of interest." In the 1973-74 school year, such mailings produced more than 500 requests from college faculty members for more than 54,000 pieces of material—and, it should be noted, these contacts are by no means limited to "transportation" professors: Coverage includes persons teaching economics, finance, marketing, management, geography, history, several branches of engineering, traffic and distribution management. By offering a wide range of services and materials, Briggs says, "we feel we can be of greater assistance to a greater number of people than if we were to try to produce one or two pieces for universal use." The correspondence load with the professorial group, he adds, "is always heavy."

Audio-visual materials also play an important part in college/university programs. AAR has two of its own films available on loan, it recently got five prints of Burlington Northern's "Portrait of a Railroad," and by early next year it will have a slide presentation ready.

Are teachers and professors being overwhelmed to the point where they

Its top speed also depends on its braking rate.



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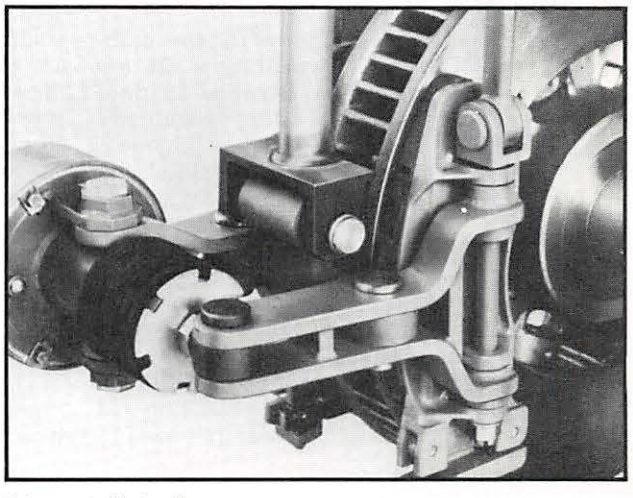

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"Captain Kangeroo" and "Romper Room" carry the story to 5.9 million kids

turn-off? Not if AAR can help it: "We have a stated policy of sending materials only to professors who request them. We make no unsolicited mailings, nor do we arbitrarily add names to our list. We want to be regarded by the academic community as a source of needed information—not as a source of junk-mail. That philosophy extends to our elementary and high school programs, too; everything is sent on-request." And, Briggs says, "because of the ill-will which is often generated when organizations give out names and addresses without the permission of the addressees, we do not make our list available."

● **High school needs a look.** If there is a weakness in the current program, it's in the middle—in the high schools. AAR recognized "the more immediate payout from high school materials in terms of future employee and voter interests as well as the opportunity of dealing with more complex subjects." But, "such materials must be tailored to a wide span of curricula, using various media. As a result, the necessary variety of materials is extremely costly to produce. Still, we are exploring several avenues to meet these needs, including the partial underwriting of a special slide/tape presentation for a single discipline such as science or history. In the meantime, we're relying upon the multimedia kit and many general supplementary materials which are relevant."

Dick Briggs is nothing if not a realist: "Hopefully, we will see an expansion of the industry's educational programs. But, to move these programs from their present status—one of meeting unsolicited requests—to the stage where we can actively promote the use of our school materials on a nationwide basis, well, that's a quantum jump." Remember that year when AAR produced and distributed 10 million pieces of educational material in a single year? Today, the cost of that has been estimated at a minimum $1.5 million—and the *total* Information and Public Affairs budget is just $600,000.

What can you do about the cost problem? One thing—something AAR has been giving greater attention to since last spring—is television, specifically morning television aimed at children. And is the move paying off? If all has gone as scheduled, yes, it's paying off. Two cases in point: "Captain Kangaroo," a CBS morning show with an audience of 2.9 million, prepared a three-minute film of historic railroad scenes (with special music) and several other segments for use this fall. The syndicated "Romper Room" (with an audience estimated at three million and more than 50 stations) was scheduled to feature railroading throughout the week of Nov. 4.

In this area, AAR called on the public-relations firm of Robert Marston and Associates for help; in addition to the programming already scheduled, arranged in cooperation with Marston, the organization "is pursuing opportunities on several other children's programs. And it's not unlikely, of course," AAR notes, "that similar efforts being made to present various phases of the railroad industry on adult programs will reach the younger viewers as well."

If you were an economist working with a cost/benefit ratio, you would have to be impressed: "Romper Room" reaches three million viewers. Just to put one simple pamphlet—on safety, for example—in the hands of all the youngsters watching the five scheduled segments of the railroad series might cost $450,000. To distribute publications paralleling the reach of the "Captain Kangaroo" specials would have cost $425,000.

Meanwhile, back on the print-media side, it should be noted that in the multimedia and primary-grade kits, AAR offers a variety of supplementary materials; much the same tack is taken in mailings to the college/university list. And the list of materials available is growing—covering such topics as as railroads and the environment, railroads and energy, the rail/highway grade-crossing problem.

● **"Compatible aims."** AAR knows its educational programs are still in need of expansion—but, even the peak/valley approach of past years has had its effect. Let Dick Briggs explain: "I suspect the stereotype of those in the 18-to-34 age bracket would be this relative profile on attitudes toward railroads: These people would be more anti-management, less aware of railroad essentiality, less pre-disposed to change existing Federal regulatory and financial policies, and more inclined to blame the railroads' problems on internal causes. Well, based on scientific polls we have commissioned, all of these assumptions are wrong. In fact, the younger third of the electorate hold 50% more favorable views of railroad policies and managers than do the over-35 age group. . . . Railroads are, to steal a title from one of our brochures, 'the path of least disturbance' to many of today's youngsters who are more concerned about fuel conservation, air pollution, land use and other environmental considerations than their parents and grandparents were. In fact, it's entirely possible that the aims of the railroad industry and the nation's youth are more compatible than they have been for many decades." ■

75 YEARS AGO IN

(Nov. 3 and Nov. 10, 1899)

Last week developed a number of surprises in the railway supply trade. For some weeks previous there had been predictions from men whose opinions were entitled to some respect that the high prices of material of all kinds had reached a plane that was practically prohibitive and that consequently the purchases by the railway companies would be greatly curtailed. In the face of this belief we have the record of purchases of 1,500,000 tons of steel rails at an advance of $2 per ton over the price prevalent a month ago, and at double the price at which rails were bought last year. The American Car & Foundry Company took orders for approximately 20,000 cars, of which the New York Central alone ordered 10,000. This road also purchased in one lump 90 locomotives. All of this equipment was bought at figures which 12 months since would have been looked upon as extortionate and preposterous. The car shortage is so acute that in spite of the fact that since January 1 the number of new cars placed in service has been not far from 150,000, the demands of traffic and the prospect of a long continuance of the present prosperous business conditions have forced the roads to buy equipment in spite of high prices.

***

The eleventh annual report of the Interstate Commerce Commission on the statistics of railways in the United States for the year ending on June 30, 1898, has just made its appearance. . .The total amount of compensation paid to employees in 1898 was $495,055,618. . .The average daily compensation for 1898 ranges from $9.73 for general officers down to $1.67 for common laborers. The following are the average daily wages received (1898) for the classes of employees named: Engineers, $3.72; firemen, $2.09; conductors, $3.13; other trainmen, $1.95; station agents, $1.73; machinists, $2.28; section foremen, $1.69; switchmen and flagmen, $1.74.

***

The Wheeling & Lake Erie has increased the wages of all employees from 10 to 40 per cent. In regard to the pay of engineers and firemen an official says: "In making the change we have done away with the class system. We will henceforth pay a man for the time he is employed. Formerly engineers were divided into first, second, third and fourth classes, and while the work done by each was the same, the fourth-class man received less pay than the others. We will pay every man by the day, and for every 30 minutes to an hour overtime worked by him he will be allowed an extra hour."

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the Improved Buffalo Connector

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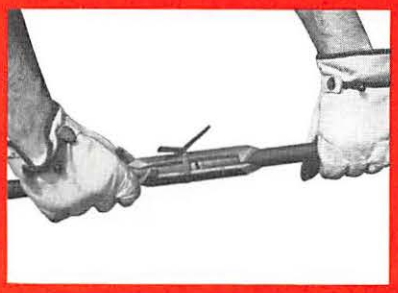
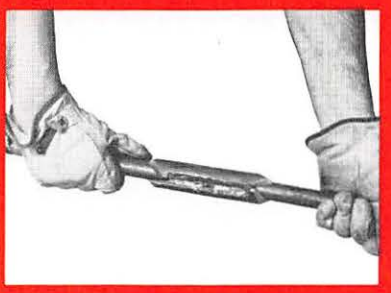
Install the Buffalo Connector quickly and easily. Two sizes, for ¾" and ⅞" rods.



Cut out worn section of rod, cut new piece of rod stock approximately same length. Cover joint with set of Buffalo Connectors. Hold in place with "twist-tie" supplied.



Fillet weld between the Buffalo Connector set and the rods. Resulting splice develops full strength of original rod.

The Buffalo Connector . . . What it is . . .
The Buffalo Connector consists of two pieces of heavy pressed steel which are used to repair broken, bent or worn freight car brake rods. They can also be used to alter the length of brake rods. The Buffalo Connector acts as a splint around the ends of two rods and when welded into place, they form a joint that develops the full strength of the original rod. Tapered ends avoid risk of hang up on a carrier or structural member.

Money-Saving Advantages
Gets cars off rip tracks faster, avoids clogging limited track space with cars waiting for repair parts, avoids large rod inventory, reduces need for new rods through salvage of useable portions of damaged rods, uses standard welding equipment.

*Reference A.A.R. Circular D.V. 1817

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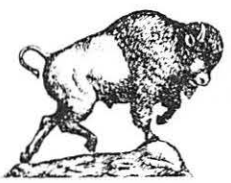

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TURBOTRAIN is ready for another revenue run after servicing at new Amtrak maintenance center, which cost $3 million.

RIGID MAINTENANCE schedules help keep RTG's on 98% availability for service.

Amtrak's turbo shop: First class all the way

BRIGHTON PARK shop also services RDC's and other conventional equipment.

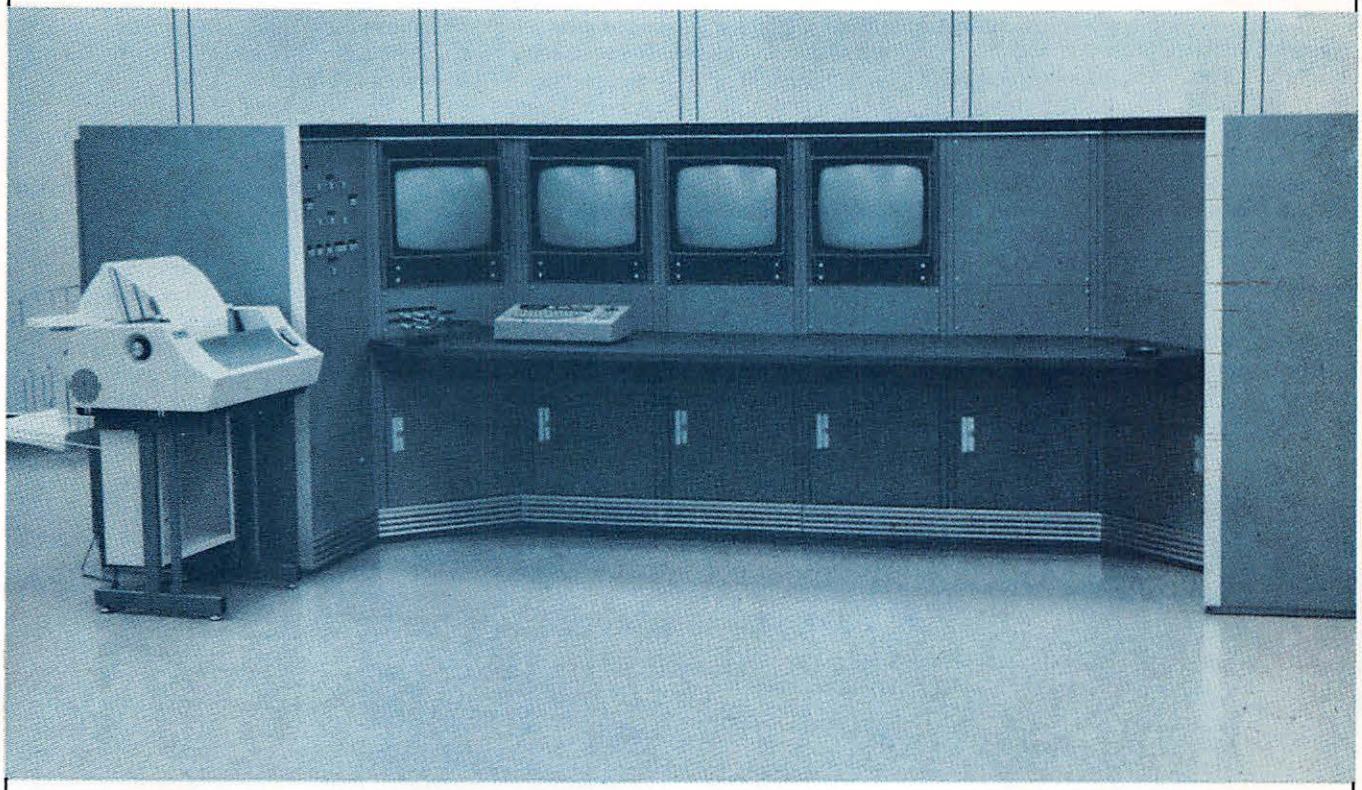
During the year or more that went into the planning from scratch of a complete maintenance center for Amtrak's French turbine-hydraulic (RTG) passenger trains, the corporation's engineering management group was mindful that a sophisticated train deserves a facility to match. Special design criteria are, indeed, evident in the new $3-million Brighton Park turbotrain maintenance center at Chicago.

The four Whiting drop tables at each end of the two 500-ft-long pits were designed to incorporate the requirements for removal and lifting of the Voith transmission—a sealed mass weighing 7,500 pounds. Electrical engineering was called upon to provide the trains with the 380-volt, 50 Hz current required by the food service and refrigeration unit in the bar grill car. Two overhead ten-ton cranes can remove and replace the main turbines in six hours. One of the pits is a pedestal type which allows personnel to inspect and work on the trucks, wheels and side hung equipment along the entire five-car train length.

● **98% availability.** The building was fabricated by Armco Steel; track work was done by L.B. Foster; and over-all Amtrak specifications were implemented by the Ellington Miller firm of architects-engineers in Chicago. Instrumentation and complete lines of inch and metric tools probably add up to an additional $500,000, according to one Amtrak spokesman. Metric tools are stored separately and painted blue.

The two trains now being serviced completed their first year of revenue operation on Oct. 1, running 300,000 miles between Chicago and St. Louis, and backed by a 98% availability record;

TRAFFIC MASTER II™
COLOR VIDEO cTc AND NX



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Satellite CRTs with keyboards can be strategically located to provide supervisors with current operating status.

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Switchover to a standby CRT (optional) provides a degree of flexibility which is unattainable with a conventional engraved panel console.

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four more turbos are scheduled for delivery in January 1975 from the original French manufacturer, ANF-Frangeco. Seven trains based on the French design are to be built by Rohr, Inc., at Winder, Ga., for Amtrak. With an eye to expanding intercity operations, one of the first pair of trains made an experimental run to Detroit in late October.

Maintenance and repair of Amtrak's conventional equipment is also done at Brighton Park. This includes RDC's made by Budd. The plant has capacity for handling six RTG's (30 cars) and eight RDC's at one time. Maintenance schedules for the RTG's (from the French ram-turbine-gaz) are set at 15-day intervals. The 360-day annual maintenance requires comprehensive inspection of the main turbines and auxiliary turbines, hydraulic transmissions, electrical, pneumatic and mechanical systems. Brighton Park superintendent George R. Wells has programmed the "annual" to be spread out over about two and one-half weeks so as not to interfere with the trains' revenue schedule.

● **Turbine problems minor.** Each of the five-car trains has a total of four turbines—a main and auxiliary turbine in the 48-passenger power cars at each end. The main turbine (Turbomeca Turmo IIIFI) drives the Voith L 411brU transmission. The auxiliary (IVA Astazou) drives a 250-kw alternator for all electrical train services. Respectively, they are pulled at 2,000 hours and 1,500 hours, and shipped back to France for scheduled take down and any major repairs. Brighton has an inventory of four Turmos and two Astazous. Four Turmo failures have occurred—two by reason of ice congestion on turbine blades and two from cracked combustion chambers caused by dirt intake. Both problems appear to have been solved, according to Wells, by fabricating deflection screens for the first and a guard around the combustion chamber air intake for the second. Amtrak is constantly seeking improved filtration systems for air intakes of engines and air conditioning.

The Voith transmission either works or it fails. When the latter happens, it is dropped and replaced in much the same manner as would be done with automotive transmission. Reliability has been 100% to date. The transmission provides 10% hydrodynamic braking above 25 mph. Below 25 mph the braking is done entirely by shoe and disc brakes.

Brighton Park has major repair capabilities for the Voith. The entire maintenance program is supported by 91 men and women in the office, shop and on the supervisory staff. The shop operates two shifts on a seven-day week.

Despite the unusual nature of its motive plant, Wells views the RTG train as having remarkable accessibility to sophisticated components simply arranged. All in all, he says, "It's relatively trouble-free, and a good piece of workmanship." ■

"A BEAUTIFUL WAY TO TRAVEL," said New York Assembly Speaker Perry B. Duryea, Jr. after a ride on ANF-Frangeco turbotrain. Pictured with turbo at Chicago's Union Station (l to r): George Wells, manager of Amtrak's Brighton Park maintenance facility; E.W. Campbell, New York State Deputy Commissioner for Planning and Development; Duryea; A.E. Ulmann, president of Allied International Corp., representing the French manufacturer; and Dave Watts, Amtrak's vice president-state relations.

Politician meets turbo—and it's love at first sight

On Long Island, as nowhere else, good railroading is good politics—and no one is more aware of this than Perry B. Duryea, Jr., a powerful politician (he is speaker of the New York State Assembly) and a powerfully good friend of Long Island Rail Road users. Recently, Duryea—whose own home is at Montauk, on the eastern fringes of the island—has been shopping around for a new kind of train to give Long Islanders a new kind of passenger service. Early in October his search took him and a party of New Yorkers to Chicago to see and to ride one of the ANF-Frangeco turbotrains which ply between that city and St. Louis. It was, apparently, a case of love at first sight.

On his return, Duryea told a writer for the East Hampton (L.I.) Star: "It is like riding first-class on an airplane. The seats recline and there is plenty of leg room. It is a beautiful way to travel."

Duryea said he would talk with New York Transportation Commissioner Raymond T. Schuler and Long Island Rail Road President Walter Schlager about "using one of these trains even on a trial basis. I am convinced this is what we need for the whole railroad."

LETTERS

Equipment leasing

San Francisco

To the Editor:

The Sept. 9, 1974, edition of Railway Age contained an article of great interest to us at PLM. Joe Kizzia's article, "The ABC's of equipment leasing," I found to be one of the best descriptions of rail car leasing that I have seen in a long while. Inasmuch as our business is directly involved with the leasing of rail cars, I propose to use it to help educate potential customers as to the advantages of leasing rail cars.

Richard O. Conboy
Director of Marketing
Professional Lease Management, Inc.

Missing link in pricing

St. Paul, Minn.

To the Editor:

In his letter in Railway Age of September 9, 1974, p. 75, Mr. Wright seems to have missed my point as to pricing and investment decisions that have long-run capital consequences. My point is that these prices must be set at a level which provides as a minimum a full return on the capital investment involved in the traffic haul. Consequently, I cannot agree that "Plan II TOFC costs should be compared to truck costs and the rail rate set as much above those costs as possible, but sufficiently below truck costs as to capture the traffic, *regardless of the return on capital involved.*"

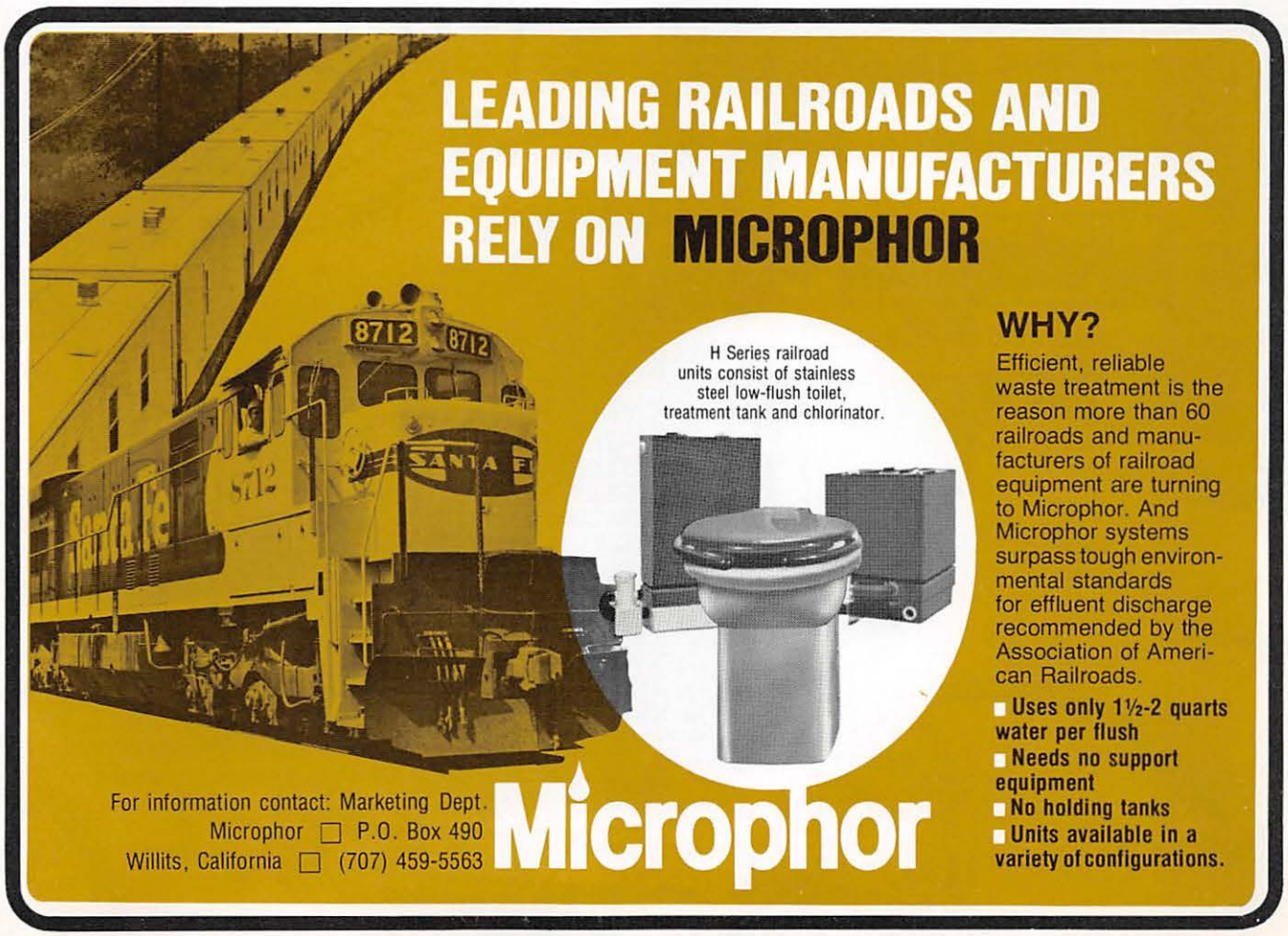
In my opinion it is this very disregard of a full return on the capital assets involved in the traffic movement that may have caused some railroads to understate their costs and underprice their services. To the extent that a rate fails to cover long-range incremental costs, including the full capital cost of the assets used in the traffic haul, it puts a burden on other rates or on the stockholders or on both. Furthermore, by underpricing their services, some railroads may be creating a demand which would not exist if the full economic costs of the movement were reflected in the price of the services.

From a marketing point of view I cannot dispute Mr. Wright's view that the "lid" on rates should be competitors' costs. I feel strongly, however, that the "floor" on rates should be the long-range incremental costs, including the full capital costs of the assets used in the haul, (i.e. 10%-12% after tax). If railroad cost finders are understating costs so as to gain market share I believe they are, in effect, engaging in marketing and pricing decisions. They are not performing their function as cost finders. . . .

As to Mr. Cavinato's letter [RA, Sept. 9, p. 73], I agree in principle with his comments. In my opinion, the investor is entitled to recover intact the purchasing power of his original investment as measured by the Consumers Price Index or the GNP price deflator. Thus, I would prefer price level depreciation to replacement value depreciation. But putting aside the method of measurement, I believe with Mr. Cavinato that some adjustment for inflation is clearly necessary in this era of double digit inflation. That is why I wrote, in discussing long-range incremental costs, "Marketing is a forward looking process, of course, so consideration must also be given to future higher costs that are known or can be foreseen such as higher payout for wages, fuel, facilities and capital." The point here is that long-range incremental costs are *not* accounting costs. They are the best estimates of the costs to move traffic in the future—not the historic accounting costs of the past.

A.L. Stott
Chairman, Finance Committee
Burlington Northern

(For editorial comment on Mr. Stott's views on pricing, see p. 56.—Ed.)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ESSAY No. 1 in a series

This delightful thing will threaten to ruin our cities?

Its natural enemy rail transit will prove a friend in need?

Now I'll tell one!

Improbable as it might have seemed back when the Stanley twins took their early steamer out for a ride on a nice day, that is the way things have worked out exactly.

Here was the legendary Irresistible Force. Nothing could stop it—neither lack of gasoline, nor lack of roads, nor lack of bridges, nor lack of factories, nor lack of garages. It was the machine that had everyting—economic clout, convenience, adventure.

Who, old enough to remember, can forget the pure joy of his first 40 mph ride in that shaking, roaring terror? The Irresistible Force went everywhere, dashed off a whole new chapter of history.

Then the Irresistible Force hit the Immovable Object and the classic riddle was joined.

What happened?

The car turned out to be not quite irresistible. When you try to get Boston's 160,000 cars into its 28,000 off-street parking places, the car has to yield to arithmetic.

And the city turned out to be not quite immovable. A third of the American city has been bulldozed into car-choked streets and parking lots. A third has been claimed by filling stations, car salesrooms, service garages and other facilities of the automobile—leaving one third for people engaged in non-automotive pursuits.

People in 28 urban areas think this is going too far and are considering ways to limit the use of cars and trucks. In Dade County, officials say they would need the protection of the National Guard to build another highway into Miami. Boston has passed a law against any further highway construction.

And now it is beginning to dawn on all of us that what the Irresistible Force and Immovable Object need is a bridge between them—a high-speed, high-capacity, non-polluting system connecting parking lots around the rim of the city and the city center.

It is called Rail Transit. America is way behind the rest of the world in embracing it, but there's a brand new system in San Francisco, systems are building in Washington, D.C., Atlanta and Baltimore. Miami has voted funds for a new system. Hope soars.

So the automobile and rail transit aren't natural enemies at all. The car can go where rails can't. Rail transit can go where cars can't.

America, there's a rail transit system in your future. And another, and another, and another...

—George Dusenbury

Moses: First, last, and always, a highwayman

By RODERICK CRAIB

THE POWER BROKER: Robert Moses and the Fall of New York, by Robert A. Caro. It may seem incredible that a biography of as imperious an autocrat as Robert Moses should suffer from overkill but *The Power Broker* comes dangerously close to that fate. The book is an exhaustively long, detailed, and documented account of what to the reader seems to be all the days of Moses' long and active life. It is full of digressions into such interesting but relatively irrelevant accounts as those of Al Smith's childhood in New York's Fourth Ward or the life style of what the author refers to as the "Robber Barons" of Long Island's North Shore. Nevertheless, it will be read, one suspects, for years to come, because it is the first book to spell out the ways in which government has been conducted in the 20th Century in the biggest city and second biggest state of our nation. "Moses, himself," Caro writes, "who feels his works will make him immortal, believes he will be justified by history, that his works will endure and be blessed by generations not yet born. Perhaps he is right. It is impossible to say that New York would have been a better city if Robert Moses never had lived. It is possible to say only that it would have been a different city."

One of the ways it would have been different, Caro suggests, is that it would have been less thoroughly committed to highways and the private automobile as the only desirable form of transportation for the majority of the region's citizens. Unfortunately, at least in the perspective of the 1970s and Project Independence, Moses was first, last, and always a "highwayman." His thinking, Caro says, "had been shaped in an era in which a highway was an unqualified boon to the public, in which roads were, like automobiles, sources of relaxation and pleasure." Note the stress the quotation places on automobiles. Even buses had no place on Moses' parkways, where bridges were deliberately built with insufficient clearance to permit the passage of a modern intracity bus. And rail transit, which opened the prospect of transforming such Moses dreams as pristine Jones Beach into latter-day Coney Islands, was even more an unthinkable idea.

New York, of course, is different from the rest of the country, but the difference is one of degree rather than of kind: there is simply a great deal more of New York. So the lessons to be learned from *The Power Broker*, subtitled "Robert Moses and the Fall of New York," are lessons for the rest of the country too. They are lessons that give meaning to a phrase that was prominent in the early Nixon days: "Judge us by what we do rather than by what we say." After Watergate, that has an ironic ring, but the irony rests on our present knowledge that the power that the people gave the Administration was misused. Caro's subtitle implies a similar misuse of power on the part of Moses. This is a difficult charge to sustain, since so much of Moses' works were conducted behind the veil of secrecy of confidential authority files, but Caro, for this reader at least, manages the task. In the end, the bulk of the book comes to seem necessary.

ROBERT MOSES

Not everyone will agree with Caro's interpretation of the evidence. After all, Moses was instrumental in obtaining for New York some $27-billion worth of public works, including parks and playgrounds as well as superhighways. That represents a lot of jobs, as well as attorney's fees, real estate commissions, and bank deposits. Most of the monumental works of the New York area—the bridges and access roads and expressways that shape the city—owe their existence to Robert Moses. A lot of people—including first among all Moses—will see Caro's book as a vicious attack on a great man. And that is where the exhaustive documentation becomes a necessity. Caro seems to have had access to all the important documents of Moses' 44-year career as a state and city public servant (one of the very few men who found a way to hold both state and city posts at the same time), and he seems to have talked to most of the important sources—including Moses himself, who granted Caro seven interviews before Caro offended the old man by asking him to explain why the Moses account of events often differed from the account as it existed in the records or in the memories of other participants. Moses, as Caro portrays him, was so concerned with "getting things done" that he came finally to be unconcerned with how they got done. Many eggs were broken in the process of making Moses' omelets. Originally an idealist and a reformer who wanted power for the sake of translating his dreams into reality, Moses came, Caro says, "to seek power for its own sake. More and more, the criterion by which city-shaping public works would be built came to be not the needs of the city's people but the increment of power a project could give him. Increasingly, the projects became not ends but means—the means of obtaining more and more power." Caro is convincing—the reader is apt to feel that it will be by Robert Moses' methods rather than his monuments that his place in history finally will be judged.

What were these methods? When Robert F. Wagner, Jr., after being sworn in as Mayor of New York, handed out official appointments in a ceremony at City Hall, Moses expected to be renamed as City Park Commissioner, City Construction Coordinator, and City Planning Commissioner. Wagner, under pressure from reform groups, withheld the form that would reconfirm Moses as City Planning Commissioner. Moses, according to spectators whom Caro quotes, "was pale with rage." After the ceremonies, Moses followed Wagner into his inner office and, Caro says, threatened to resign. Wagner signed the third commission.

Wagner was the fourth of five mayors, beginning with Fiorello LaGuardia in 1934, who found Moses too hot to handle. Moses had been a state official even longer than he had held his city appointments, beginning with Governor Al Smith in 1924 and serving as Long Island State Park Commissioner and in other posts under Governors Roosevelt, Lehman, Dewey, Harriman, and Rockfeller. His relationship with Al Smith was one of mutual admiration; with the other governors and mayors it ranged from the submissive compliance of Impellitteri to a bitter personal feud with FDR that

Mr. Craib, a former associate editor of Railway Age, is now transportation editor of Business Week and a teacher of English literature at Rutgers University.

lasted even after Roosevelt became President. Of the 11 men who were nominally his superiors, Moses dominated them all—except Nelson Rockefeller, who eventually (with the help of the Rockefeller-dominated Chase Manhattan Bank) maneuvered Moses out of the chairmanship of the Triborough Bridge and Tunnel Authority in 1968. Moses, according to Caro, was promised a position of power in the Metropolitan Transportation Authority into which TBTA was merged, but was hired as a consultant whose advice was never sought.

For many years, Moses was the darling of the New York press because of his advocacy of parks and parkways and his apparent sympathy for the "little man" who would benefit from them. This popularity eventually faded when it became apparent—through determined investigative reporting by newspapermen whose editors and publishers did not always agree—that Moses associates were getting rich on bond placements, legal fees, and construction contracts that Moses controlled. But by the mid 1960s when Moses' popularity began to fade, he no longer needed it. "His power," Caro writes, "rested not on a reed but a rock." That rock was the toll revenues of the various Moses authorities, chiefly the TBTA, which were used to secure bond covenants protected by the U.S. Constitution. Moses, who had long before earned the title of "the best bill drafter in Albany," had written the bond covenants in a way that made it possible for them to be extended forever, long after the specific bridge or highway for which the bond issue had been floated had been fully paid off. In 1959, for example, Moses controlled about $537-million worth of contracts for the Throgs Neck and Verrazano-Narrows Bridges and access roads, along with millions more from other sources. Because the legislation establishing the Moses authorities had been drafted in a way that left him free from control of either the elected city or state executive, and because both the city and state needed the funds Moses could disburse, Moses was, as Caro says, a broker of an absolute power that shaped the city of New York as it stands today.

One may question whether—if Moses had not been a dominating force between 1924 and 1968—some other highwayman would not have pushed the city in the same direction. The automobile by itself was a powerful lever in shaping the design not only of New York but of all our cities. One may also criticize the book for doing little to explain why Moses was the arrogant figure Caro makes him out to be. But, on its own terms, as a lesson in political science, *The Power Broker* is superb. *Price: $17.95; 1,264 pages; Alfred A. Knopf, New York, N.Y.*

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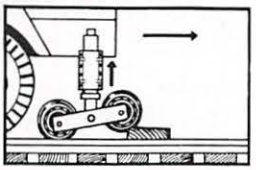

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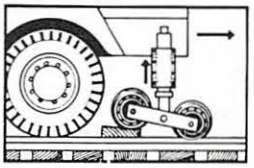

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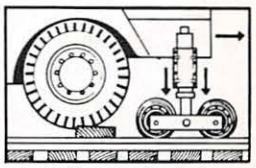

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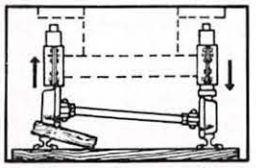

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Rock Island

John D. Kirtley
Rock Island

Richard H. Stinnett
W.H. Miner

People in the News

CHESSIE SYSTEM.—John W. Hanifin, president of the **Chesapeake & Ohio** and **Baltimore & Ohio** and the parent Chessie System, Inc., has been elected to the additional position of chief executive officer of the C&O. He is expected to be named to the same position on the B&O at a Nov. 18 directors' meeting. **Hays T. Watkins** continues as chairman and chief executive officer of the Chessie System, Inc., and chairman of the C&O. **Gregory S. DeVine** is chairman of the B&O.

GRAND TRUNK WESTERN.—E. Robert Adams, general manager, Detroit, promoted to vice president of operations. **Paul E. Tatro,** controller and treasurer, named vice president of finance and administration.

PENN CENTRAL.—William J. Dixon, formerly president of the **Rock Island,** appointed vice president-staff of the PC, effective Nov. 15, succeeding **James A. McDonald,** who resigned to become vice president-corporate development, **Canadian Pacific Ltd.**

Nicholas R. Cosentino, sales manager, New York, appointed assistant director-national accounts there. **Joseph E. Zarriello,** assistant sales manager succeeds Mr. Cosentino. **Lowell D. Carr,** district sales manager, Charleston, W. Va., appointed division sales manager, Syracuse, N.Y., succeeding **James R. Davis,** who replaces Mr. Zarriello. **Timothy P. Dwyer,** sales representative, Rochester, N.Y., promoted to succeed Mr. Carr at Charleston.

ROCK ISLAND.—J. Otis Cathey, director-industrial development and real estate, appointed general sales manager, to succeed **Henry J. Koukal,** who retired Oct. 31 after 36 years' service. Mr. Cathey's successor is **John D. Kirtley,** regional sales manager, Chicago, who in turn is replaced by **William F. Hartigan,** assistant regional sales manager, Des Moines. **Roy C. Atkinson,** district sales manager, Des Moines, replaced Mr. Hartigan. **James St. Andrew,** district sales manager, New York, transferred to Memphis, succeeding **Robert L. Ferguson,** advanced to manager, industrial development, Chicago.

SUPPLIERS

Warren A. Fox, assistant general sales manager in charge of locomotive sales, **Electro-Motive Division** of **General Motors,** has been promoted to general sales manager, to succeed **Milton H. Gardner,** retired. **R.E. Hill,** regional manager, Southeast Region, succeeds Mr. Fox.

James J. Glasser has been elected president and chief operating officer, **General American Transportation Corp.,** Chicago, succeeding **J.R. Scanlin,** who has been named to the new position of vice chairman of the board. Mr. Glasser has been president and chief executive officer of **GATX Leasing Corp.** since 1971.

Richard H. Stinnett has been promoted to general sales manager, **W.H. Miner Division, Miner Enterprises,** Chicago. Mr. Stinnett has been with Miner since 1960, most recently as general sales manager, Eastern Region.

Thomas E. Callahan has been appointed district sales manager, **Unit Rail Anchor Co.,** Chicago, succeeding **A.L. Fridley,** who has retired but will remain a consultant.

TRANSIT

Bill R. Stokes, executive director, **American Public Transit Association,** which came into being as a result of merger of the Institute for Rapid Transit and the American Transit Association, has announced the following executive appointments: **Robert Coultas,** formerly executive vice president of IRT, and **Robert Sloan,** formerly vice president of ATA, both named deputy directors of APTA: **Herbert J. Scheuer,** director of administrative and membership services; **Jack Hargit,** director of governmental services; **Albert Engelken,** director of communication services. **Dr. William J. Ronan,** chairman of the Port Authority of New York & New Jersey and former president of the IRT, will serve as APTA chairman. **Stanley H. Gates Jr.,** vice president and general manager of Rapid Transit Lines, Inc., of Houston, and a past ATA president, will serve as APTA president.

Franz K. Gimmler has been appointed regional director, Region III, **Urban Mass Transportation Administration, U.S. Department of Transportation,** Philadelphia, Pa. Mr. Gimmler will head a pilot program to evaluate the most effective means for the delivery of capital and planning assistant grants authorized by the Urban Mass Transportation Act.

Warren A. Fox
EMD

R.E. Hill
EMD

James J. Glasser
GATX

J.R. Scanlin
GATX

T. William Swinford has been appointed to the newly created post of assistant to the general manager for communications and marketing, **Metropolitan Atlanta Rapid Transit Authority.** Mr. Swinford has been director of public affairs, **Urban Mass Transportation Administration, U.S. Department of Transportation,** Washington, D.C., since June 1973.

Girard L. Spencer, Jr., has been named president, **STV Consultants, Inc.,** New York, a new management consulting firm. In the field of transportation, the firm will perform passenger and revenue projections, operating and maintenance cost analyses, mass transit and rail studies, airport systems planning, airport and marine facility planning, and financing studies for transportation systems. Mr. Spencer was formerly executive vice president, URS/Coverdale & Colpitts, Inc.

OBITUARY

John B. Henkels Jr., 82, founder and chairman of the board, **Henkels & McCoy,** died Oct. 27.

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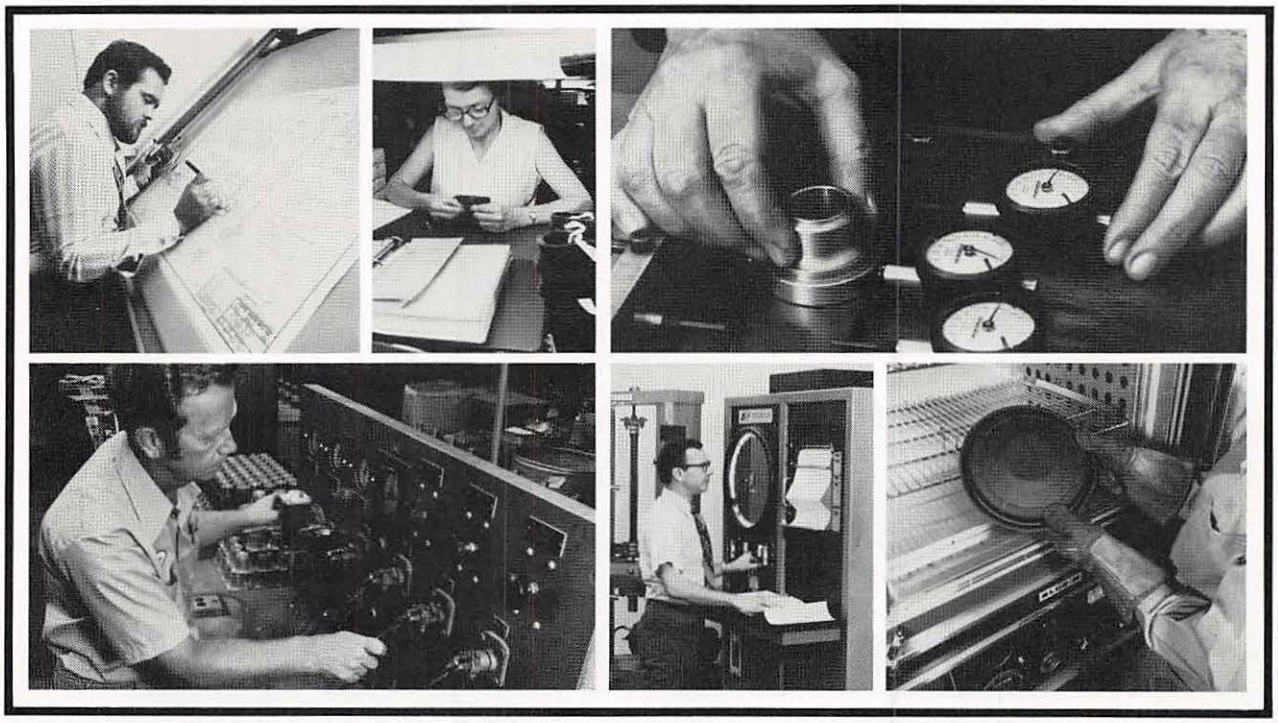

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Market Outlook

CARLOADINGS

Loadings of revenue freight in the week ended Oct. 26 totaled 556,224 cars, according to the Association of American Railroads. This was an increase of 9,775 cars, or 1.8%, compared with the previous week, and a decrease of 4,648 cars, or 0.8%, compared with the corresponding week last year, which included the Veteran's Day holiday. Ton-miles generated by carloadings in the week ended Oct. 26 are estimated at 18.1 billion, an increase of 1.6% above the corresponding week of 1973, and an all-time high.

REVENUE FREIGHT CARLOADINGS

Commodity	Oct. 26 week	Oct. 19 week
Grain	33,035	30,474
Farm products	13,962	13,960
Metallic ores	48,323	48,002
Coal	104,367	101,282
Crushed stone, gravel & sand	26,727	26,994
Nonmetallic minerals	17,935	17,462
Grain mill products	20,948	20,336
Food and kindred products	24,245	24,000
Primary forest products	24,406	23,795
Lumber & wood products (except furniture)	12,196	11,835
Pulp, paper & allied products	23,046	22,265
Chemicals & allied products	28,835	29,312
Petroleum products	8,643	8,490
Stone, clay & glass products	20,009	20,632
Coke	7,963	8,621
Metals & products	25,537	25,697
Motor vehicles & equipment	27,326	26,409
Waste & scrap materials	18,495	18,792
Forwarder & shipper assn. traffic	10,835	10,010
All other carloads	58,812	57,489
LCL traffic	579	524
Total cars loaded	**556,224**	**546,381**
Cumulative total, 43 weeks	1974	1973
	17,575,102	**17,751,551**
Estimated revenue ton-miles (billions) 43 weeks	717.0	703.6

PIGGYBACK LOADINGS

U.S. piggyback loadings for the week ended Oct. 19 totaled 28,165 cars (14.0% below the corresponding week last year) and 47,632 trailers or containers (down 13.9% from 1973). Cumulative volume for the first 42 weeks of 1974 is 1,252,294 cars (up 1.4% from last year) and 2,164,039 trailers or containers (up 1.3% from 1973).

IN CANADA

Canadian railway revenue freight loaded in the seven-day period ended Oct. 7 totaled 4.9 million tons, down 14.1% from 1973. Cars loaded decreased 10.2% to 82,943 cars. Cumulative loadings for 1974 were up to 185.3 million tons (3.0% above 1973).

● *Amtrak.*—The Budd Co. has ordered 257 sets of CS-1 electro-pneumatic brake equipment from Westinghouse Air Brake Division of WABCO for installation on new Metroliner coaches it is building for Amtrak. The cars are to be delivered in 1975.

● *Boeing Vertol.*—GE's Transportation Business Division will provide the propulsion system for 100 48-ft rail rapid transit cars Boeing is building for the Chicago Transit Authority. GE will furnish 90 car sets of conventional "cam control" equipment and an advanced technology "chopper control" propulsion system for the other ten cars. First four prototype cars of the order are scheduled for delivery to CTA in December 1975.

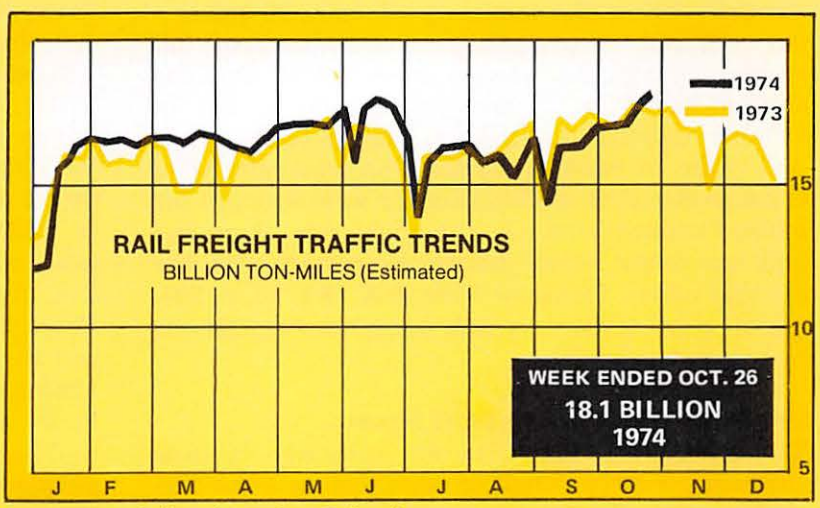
● *Brazilian National Railways.*—Negotiated loans totaling $45 million for the purchase of railroad equipment from U.S. suppliers, including General Motors, General Electric, Bethlehem Steel, and CF&I Steel. The Export-Import Bank will lend half of the amount; a consortium of U.S. and foreign banks led by the Bank of America is supplying the remainder.

● *Burlington Northern.*—Added $17.8 million to 1974 capital programs, to bring the total '74 improvements program to approximately $200 million.

● *Chicago Transit Authority.*—Lear Siegler's Transport Dynamics Division has received a $1.4-million contract from Boeing Vertol for the design and manufacture of heating and air conditioning units to be installed in cars being built for the CTA.

● *Cleveland Transit System.*—The CTS board has authorized the purchase of a new tamping machine from Plasser American Corp. at a cost of $73,371, and an under-rail wheel lathe from Hegenscheidt Corp. costing $293,600.

● *WMATA.*—Awarded a $3.5-million contract to Cubic Corp.'s U.S. Elevator subsidiary for production and installation of 44 passenger elevators in the Washington Metro system.



Source: Association of American Railroads

Moving People

NEW SAFETY APPROACH FOR CTA

Chicago Transit Authority is moving on several fronts to improve safety of operations. Despite a recent series of headline-making accidents, CTA Chairman Milton Pikarsky notes that CTA "still has one of the best safety records among the large public transportation systems of the world. . .[But] our constant goal is to improve still further the safety of operations." To that end, CTA has (1) set up a new safety department, (2) named a committee to review and update the rulebook, and (3) made a number of preparations to carry out recommendations of a special panel which investigated several of the recent accidents.

MARTA COST GOES UP AGAIN

Directors of the Metropolitan Atlanta Rapid Transit Authority were told Oct. 22 that the cost of the MARTA system is now estimated at $2.099 billion, an increase of $308 million from the updated 1973 estimate of $1.791 billion. Parsons Brinckerhoff-Tudor-Bechtel, consulting engineers, said about $210 million of the increase is due to inflation; the remaining $98 million results from changes in the system and more detailed engineering cost estimates. MARTA Chairman Allen S. Hardin emphasized that the board still wants the system completed according to the timetable adopted in 1973—East-line service to begin in mid-1978 and the entire system to be ready for operation in early 1980.

BART RIDERSHIP STILL SLUGGISH

During the month of October, BART ridership continued to average about 115,000 a day, substantially below the minimum of 140,000 riders a day originally projected for the start-up of full system operation. A scarcity of serviceable cars was at least partly to blame. On an average day in October, only 215 to 220 cars, out of a total fleet of 350, were in revenue service; the remainder were either undergoing modification or were shopped for routine maintenance. On the bright side, there was only one major service failure; 1½ months after the opening of the Transbay Tube (RA, Oct. 14, p. 20), critics' predictions of a rash of service breakdowns had proved groundless.

NEW YORK'S TRANSIT DEFICIT SOARS

The New York City Transit Authority is now estimating a 1974 deficit of $325 million, some $38 million higher than earlier estimates, due primarily to a $36-million increase in electric power costs. And NYCTA is projecting a 1975 deficit of $422 million. Through a variety of measures—including state and city subsidies and loans—NYCTA was able to maintain its 35-cent fare this year. But David L. Yunich, chairman of the parent Metropolitan Transportation Authority, says only large Federal subsidies can keep the fare from rising to perhaps 60 cents. A similar situation confronts MTA's commuter railroad operations, which will have a deficit of around $59 million this year.

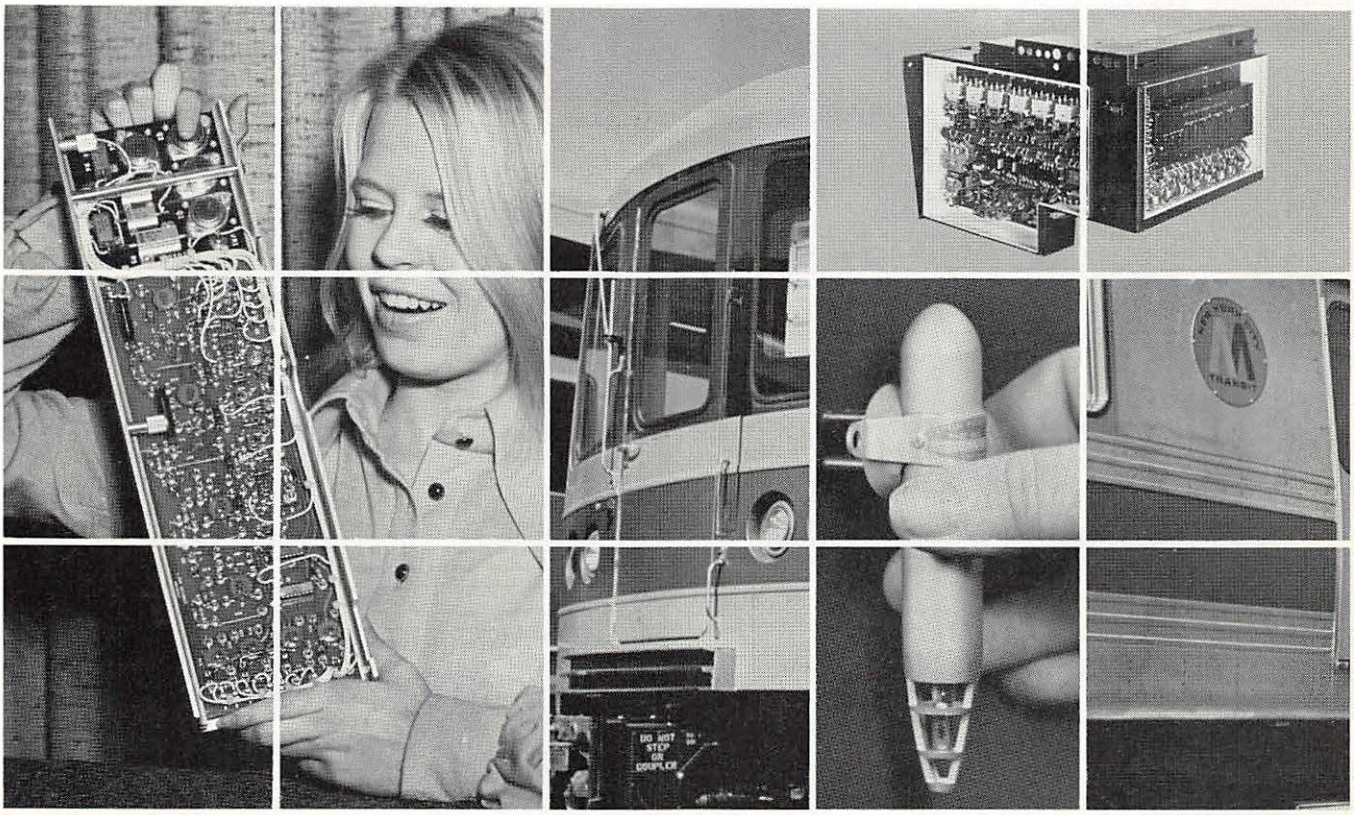
"NIAGARA RAINBOW" MAKES ITS BOW

The "Niagara Rainbow," linking New York City and Detroit, made its first regularly scheduled runs Oct. 31 following ceremonial inaugural runs the previous day. The new service represents an extension to Detroit, through Canada, of the "Empire State Express," which had been operating between New York and Buffalo. Westbound, the "Niagara Rainbow" leaves New York's Grand Central Terminal at 8:30 a.m., arriving at Albany-Rensselaer at 11:20 a.m., Buffalo 5 p.m., and Detroit 10:05 p.m. The eastbound train leaves Detroit at 7:45 a.m., arriving at Buffalo at 12:45 p.m., Albany-Rensselaer 6:50 p.m. and New York 9:50 p.m.

TRANSIT-BILL PROSPECTS BRIGHTEN

Transit industry leaders are increasingly optimistic that Congress, when it returns to work No. 18 after the election recess, will act favorably on a transit-aid bill that now enjoys broad-based support. The bill is S. 386—the National Mass Transportation Assistance Act of 1974—which represents a compromise between the old Minish-Williams operating subsidy bill and the Administration's longer-range program. S. 386 would provide over a six-year period a total of $12.2 billion: $7.8 billion for capital grants; $3.9 billion which could be used at state or local option for either capital improvements or operating subsidies; and $500 million for a rural transit program. In addition to the Ford Administration's "enthusiastic" support, the measure has the backing of the U.S. Conference of Mayors, the National League of Cities, the National Association of County Officials, and the AFL-CIO. Also under consideration is H.R. 12859, which came out of the House Committee on Public Works, passed the House, and is pending in the Senate. It is less attractive to transit industry people than S. 386 because they fear it would give Highway Departments too much control over funds.

If you have to make environmental control decisions, don't lose your 'cool' (or your heat) go with experience, go for economy, go for dependability, go for proved in service, off the shelf components, customized to meet your specifications. Go for total control system capability—Go for Vapor.



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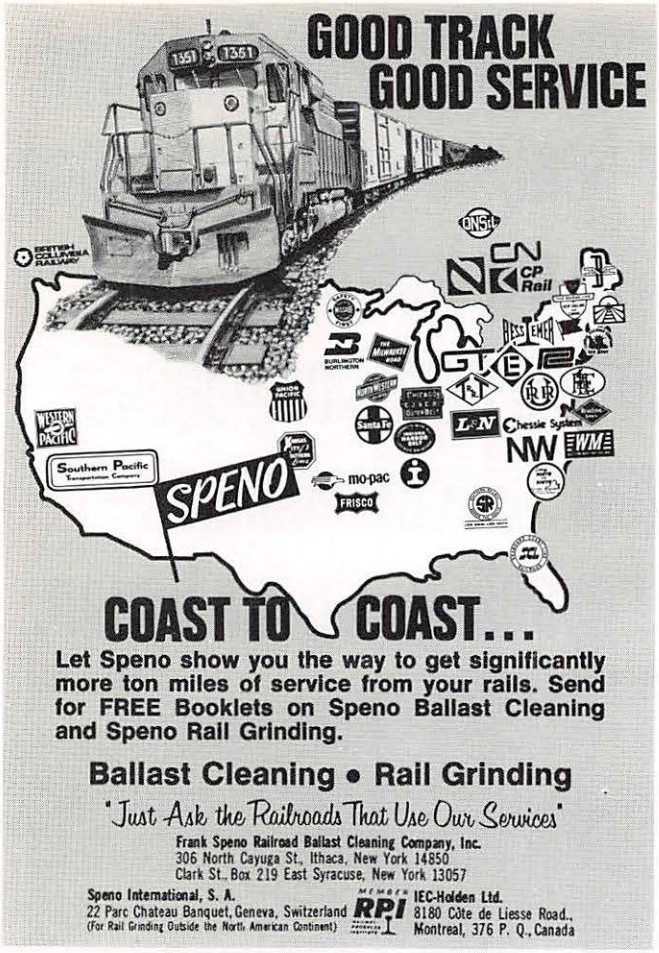
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Viewpoint

Sensible pricing—and the alternative

Veteran railroaders sometimes succumb to the urge to chuckle when "outsiders" presume to speak about what railroads ought to be doing. Well, nobody has been heard to make jokes about what one "outsider" is saying—A.L. Stott, retired vice president and comptroller of AT&T and, for the past year-and-a-half-or-so, finance committee chairman of Burlington Northern. Railway Age last summer published Alex Stott's views on pricing and return-on-investment (RA, July 29, p. 24), and he has since elaborated on what the industry—and others—ought to be doing about correcting a bad situation.

Stott sees just two choices: (1) Continue with present costing and pricing policies and take the chance that earnings will be eroded "until the industry is forced into liquidation or worse;" or (2) "strike out boldly, asserting the need for adequate earnings to permit railroads to do the big service job ahead." Obviously, (2) is the choice to be made. But, (2) requires solutions to difficult problems:

—"Many services are underpriced. Unless pricing policies are changed, the industry may be creating artificial demand and buying equipment that would not be required if services were properly priced. Prices below long-range incremental costs create demand which cannot be supported on an economic basis and lead to a situation of over-supply. Compensatory pricing is essential to a proper balance between supply and demand for facilities.

—"The regulatory process must permit far greater freedom in pricing services and setting standards for service. . .As the industry approaches a fair return on capital, I believe that across-the-board rate increases will no longer be an adequate procedure for increasing prices. Some rates will have to be increased substantially, others may have to be reduced. . .Here again, legislation may be needed to clarify the situation, and hard decisions may be needed as to how rate bureaus will be used.

—"Large investments will be needed to improve track and signaling. . .In view of the opportunities and obligations to give service, I wonder if replacement-and-betterment accounting for track and structures is really adapted to the new situation in which we operate.

—"In view of the continued, rapid inflation, I believe the industry should also consider seeking legislation designed to permit price-level depreciation for book and tax purposes. This change may well be necessary. . .for all capital-intensive industries.

—"The industry should plan for the type of transportation system it wants to be 10 to 15 years from now. And that's a task that only the most knowledgeable planning, marketing and operating people can undertake. But it is important that the industry plan, based on the type of operation it sees emerging from its determination to obtain a fair rate-of-return on capital."

CAN ONE REGULATED INDUSTRY LEARN FROM ANOTHER?

There are, of course, differences between AT&T and the railroads; they share regulation but they do not share competition to the same degree. But, to a certain extent, a regulated industry is a regulated industry—and AT&T has also had its tough bouts, winning and losing, with the regulators. True, too, some of what Alex Stott is saying may sound elementary and maybe it is—but that doesn't much matter, because truth is truth no matter how simple it seems. And truth bears repetition, especially when some of those most directly involved (regulators very much included) seem to choose to ignore it.

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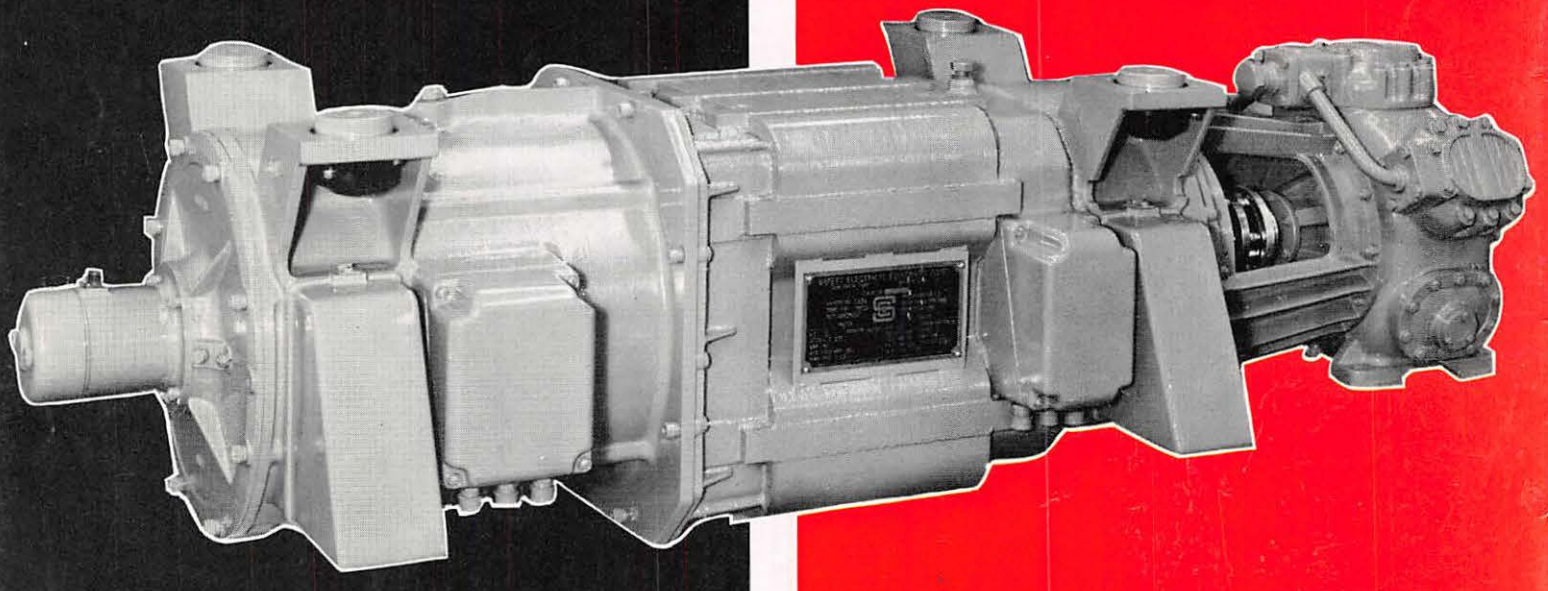

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